

LEGISLATIVE BRANCH APPROPRIATIONS FOR FISCAL YEAR 2015

TUESDAY, MARCH 25, 2014

U.S. SENATE,
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,
Washington, DC.

The subcommittee met at 3:30 p.m., in room SD-192, Dirksen Senate Office Building, Hon. Jeanne Shaheen (chairwoman) presiding.

Present: Senators Shaheen, Coons, and Hoeven.

UNITED STATES CAPITOL POLICE

STATEMENT OF CHIEF KIM C. DINE, U.S. CAPITOL POLICE, WASHINGTON, DC

OPENING STATEMENT OF SENATOR JEANNE SHAHEEN

Senator SHAHEEN. Good afternoon, everyone. I think we have some other members who will be joining us, but Senator Hoeven and I will begin. The Subcommittee on the Legislative Branch will come to order.

I want to welcome everyone to the second hearing of the Appropriations Subcommittee on the Legislative Branch for fiscal year 2015. I want to just say, we're hoping to get Chief Dine out of here as quickly as possible, since he's not feeling well. And we would like to hold on to Mr. Gainer as long as possible.

And, Nancy, you can do whatever.

Just kidding.

Today we continue our work reviewing the budget requests of the legislative branch agencies and offices for fiscal year 2015.

Like many agencies in the executive and judicial branches, agencies in the legislative branch share the goal in 2015 to return to normal business after years of budget uncertainty and sequestration. The same is certainly true for the Capitol Police, the Sergeant at Arms, and the Office of the Secretary of the Senate, who are represented today by Chief Dine, who is the head of the Capitol Police, by Senate Sergeant at Arms Terry Gainer, and by Secretary of the Senate Nancy Erickson. Thank you all for being here.

And, Mr. Gainer, as I think most people here know, you recently announced that you will soon retire from the Senate after 7 years as Sergeant at Arms and 5 years as Chief of the Capitol Police. We will certainly miss you very much and are very appreciative of all of the service that you have given, not just to the Senate and to Congress, but to this country. Thank you very much.

All three of the agencies represented today work together seamlessly to ensure that our democratic process can be carried out in a safe and transparent manner, from protecting Americans and our guests from around the world visiting the Capitol, to hosting foreign dignitaries, meetings with Senators and Representatives, to ensuring that live video and transcripts of Senate proceedings are available to all Americans and the world. I look forward to discussing with our witnesses how their agencies are shifting from putting out the fires caused by sequestration and the shutdown to focusing strategically on how to best meet their core missions at the best value for the taxpayer. I also look forward to discussing other challenges that you expect to face and that you would like to raise as you look at 2015.

Now I'd like to turn to Ranking Member Senator Hoeven for his comments.

STATEMENT OF SENATOR JOHN HOEVEN

Senator HOEVEN. Thank you, Madam Chairman. Appreciate being here with you.

And I want to thank all of you for being here, not only the three at the head table, but all of you that are here. I think you do a tremendous job for the citizens of this country, and I want to express my appreciation, right up front, for the professional way that you do your job. We appreciate it, and we see it every single day.

And, to Terry Gainer, 47 years is—amazing track record. And I think that you really exemplify the professionalism that we see with all of you here, in terms of the legislative branch staff, the professionalism that you have demonstrated over 47 years. And, I have to say, on behalf of the members, we have just an incredible level of confidence in you and your ability and your skill set. How you handle things, I think, really sets a great tone for those that follow you. And so, you've got a tremendous legacy here, and I always have this vision of you, you know, as you come in leading the President at the State of the Union events, and how, again, you just have done a tremendous job of instilling confidence on the part of everybody that works here at the Capitol complex. So, you know, very best wishes, good luck, and believe me, we will miss you, without a doubt.

All of you have had to do more with less, and that is a challenge. We understand that. But, that is the reality we face. We have a government that is running a large deficit and a debt, and it's something that we need to overcome for the good of our country, both now and for future generations. That is the reality. There is no question about it. And so, you have to lead by example. And you have been, and you've been doing a good job of it. We continue to be pressed for resources. So, our job is really to work with you to figure out how we can do the very best job possible with the limited resources we have. And I think you've demonstrated a lot of creativity, in terms of all the things that you've done, and we're going to need to continue that kind of creativity here as we work to make sure that we not only address the deficit, but the long-term debt.

I do think that, ultimately, we've got to get—economic growth is a big part of getting out of the deficit, but, at the same time, we've

got to find ways to husband our resources and do as much as we possibly can with the dollars that we have.

Again, that being said, we'll try to help you do the very best possible job. And again, thank you for all that you do.

Senator SHAHEEN. Thank you very much, Senator Hoeven.

I would ask that each of you keep your comments to about 5 minutes, if you will, so we have plenty of time for Q&A, and we will take the rest of your testimony for the record.

Chief Dine, if you would begin, followed by Mr. Gainer and Ms. Erickson.

SUMMARY STATEMENT OF CHIEF KIM C. DINE

Chief DINE. Good afternoon, Chairwoman Shaheen, Ranking Member Hoeven, and members of the committee. I'm honored to be here today, and I appreciate the opportunity to present the United States Capitol Police budget request for fiscal year 2015.

I'm joined here today by Assistant Chief Daniel Malloy, our Chief of Operations, as well as some members of my executive management team and a representative from our Office of Inspector General.

I consider the United States Capitol Police to be America's police department, a premier Federal law enforcement agency that works to ensure that the Legislative Branch of our Government can function without disruption or lapses in security or safety. Our mission is to protect the facilities we all work in and around, to protect you and your fellow members, your staff, the Capitol Hill community, and the millions of visitors who come here to be part of the democratic process on a regular basis. We practice the best in American policing, represent the country we serve, and protect the democratic process. We consider all the people that—and facilities that we protect, and the legislative business that we secure, as one community. Although we are professionals dedicated to public service and public safety, the employees of the Department gain strength and encouragement from your recognition of our accomplishments.

My management team and I are aware that the fiscal situation in the Federal Government requires that we manage ourselves and plan for our future responsibly and accurately. Therefore, I believe it is our responsibility to submit a budget request that is accurate, reasonable, responsible, and based on critical requirements necessary to mitigate and address both identified and emerging threats and risks.

Our fiscal year 2015 budget request focuses on those critical mission requirements necessary for the Department to address the security of the Congress so that it may conduct its constitutional responsibilities in an open and safe manner without disruption from crime or terrorism.

Our fiscal year 2015 request again includes funding for 1775 of our 1800 sworn, authorized positions and 370 of our 443 civilian positions. These are the staffing levels funded through fiscal year 2014.

Our officers provide a safe environment for the facilities of Capitol Hill. In fiscal year 2013, the Department performed over 9.8 million screenings of people entering congressional buildings, including 1.6 million visitors to the Capitol Visitor Center. Outside

the buildings, we kept the Capitol grounds safe by conducting more than 150,000 K-9 vehicle sweeps and over 27,000 offsite vehicle inspections. And these are just a few examples of our efforts to keep the campus, and you, safe.

PREPARED STATEMENT

I'm grateful for your time today. We will continue to work closely with you to make sure that we meet the demands of our mission in a reasonable and responsible manner.

I want to thank the women and men of the USCP for their support.

I appreciate the opportunity to appear before you today, and would be glad to answer any questions you may have at this time.

Thank you.

[The statement follows:]

PREPARED STATEMENT OF CHIEF KIM C. DINE

Chairwoman Shaheen, Ranking Member Hoeven and members of the subcommittee, I am honored to be here today, and I appreciate the opportunity to present the United States Capitol Police budget request for fiscal year 2015. I am joined here today by Assistant Chief Daniel Malloy, our Chief of Operations, and Mr. Richard Braddock, our Chief Administrative Officer, as well as some of the members of my Executive Management Team and our Inspector General.

At the outset, we at the Capitol Police are proud of the role we play in enabling a safe environment on Capitol grounds for the people of this great country. As the persistent threats to safety and security continuously evolve, we must adapt and evolve as well to effectively address them and maintain our readiness to mitigate threats and tactics of groups trying to do the Capitol Complex harm. We strive to accomplish that through collaborating with all stakeholders and other Federal partners, employing robust and timely capabilities, and maintaining world-class readiness.

I have the distinct honor of leading this great organization that is made up of extraordinarily professional and capable women and men, who are dedicated to their work. I also have come to appreciate the interests of the Congress, and especially this Committee, in the continued safety and security of the legislative process. My management team and I are very proud of the close partnership that has evolved between us to make this possible. Your confidence in us, and the support you have provided to the Capitol Police over the years, has indeed been a remarkable contributor to our success in achieving our mission. You and your staffs have taken the time to work closely with the Department's leadership team and have shown a keen awareness of the complexity of our mission and the challenges we face.

I consider the United States Capitol Police to be America's Police Department: a premier Federal law enforcement agency that works to ensure that the legislative process of our Government can function without disruption or lapses in security or safety. Our mission is to protect the facilities we all work in and around; to protect you and your fellow members, your staff, the Capitol Hill community and the millions of visitors who come here to be a part of the democratic process on a regular basis. We practice the best in American policing, represent the country we serve, and protect the Democratic process. We consider all of the people and facilities we protect and the legislative business that we secure as one community that we serve. Although we are professionals dedicated to public service and public safety, the employees of the Department gain strength and encouragement from your recognition of our accomplishments.

Before I begin the specifics of my fiscal year 2015 budget request I would like to express again our appreciation to the Committee and the Congress for providing the essential salaries and general expenses funding for fiscal year 2014 to support our personnel and operations, which has ensured a high-level of capability and mission readiness. In fiscal year 2013, the Department realigned resources to meet the mission under reduced funding without compromising safety and security, which was accomplished with the oversight the Capitol Police Board. We reduced a number of manned access points to the Capitol, thus reducing the total manpower needs and resulting overtime costs. We also delayed expenditures for many of the General Expenses related to training, lifecycle replacement, equipment and technology up-

grades to maintain our operations within our funding limits. I assure the Committee that my team understands the need to maintain a balance between security and facilitation of Congress, and as such, we continue to look at our use of personnel and resources to meet the mission in an efficient manner.

My management team and I are aware that the fiscal situation in the Federal Government requires that we manage ourselves and plan for our future responsibly and accurately. Having worked a large portion of my 38-year law enforcement career in local government, I can tell you that I have a first-hand understanding of the hardships faced by all levels of government and by average citizens in communities across the country. Therefore, I believe it is our responsibility to submit a budget request that is accurate, reasonable, responsible, and based on critical requirements necessary to mitigate and address both identified and emerging threats and risks. Our fiscal year 2015 budget request focuses on those critical mission requirements necessary for the Department to address the security of the Congress, so that it may conduct its constitutional responsibilities in an open and safe manner without disruption from crime or terrorism.

Our mission-focused request is grounded in the framework of our Strategic Plan. To achieve our mission as a premier law enforcement organization, the Department continues to reinforce a culture that supports effective planning, communication, accountability and employee empowerment. We are developing the internal framework to employ smart policing; by taking a results-oriented, data-driven approach that effectively meets current and future threats and challenges. We will continue to deliver safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation. We will strive for organizational excellence to maximize efficiency and effectiveness through best practices, while promoting accountability through employee engagement and a positive work environment. We believe that our people are the key to our continued strength and success; and we want to focus on the future, keeping our employees at the top of their game.

One project that I know you have provided a great deal of support for is our Radio Modernization Project. I am pleased that our new state of the art radio system is operational, as it allows our officers to have reliable situational awareness and the ability to communicate effectively, which keeps all of us safe in the process. The planning, building, and implementation of this system has eliminated considerable risk in our future capability to communicate and to direct mission-critical activities. Because the ability to communicate is critical to life and safety of our officers, we took the necessary time to design, procure, install and test the new radio system. We appreciate the patience of the Congress during this journey. I also want to express my gratitude to our partners in this endeavor; the Capitol Police Board, the Architect of the Capitol and Naval Air Systems Command (NAVAIR). Not only were we able to complete the project within the planned scope, and within the funding you provided—but we found efficiencies that allowed us to include the O'Neill Building in the project.

At this time, I would like to offer the Committee an overarching summary of our fiscal year 2015 request. I will follow this summary with a discussion of specific budget items of particular significance to you and the Department.

The Department's fiscal year 2015 request totals nearly \$356 million and represents an overall increase of 5 percent, or \$17 million over the fiscal year 2014 enacted funding level of \$338 million.

As with other law enforcement agencies, personnel salaries and overtime represent the majority of our budget each year. After all, we are a service organization, and we need the dedicated and trained professionals to provide that service.

The Department's fiscal year 2015 personnel request reflects our continuous efforts at all levels of management to effectively and prudently manage our existing resources to achieve the best possible balance of staff versus overtime to meet mission requirements. We are constantly analyzing our workforce to align job functions, assignments, workload, risk management, and organizational readiness along with the ever-changing threat assessments and mandatory mission requirements of a dynamic Congressional community.

In light of the fiscal constraints of the Department and the entire Federal Government, our fiscal year 2015 request again includes funding for only 1,775 of our 1,800 sworn authorized positions and 370 of our authorized 443 civilian positions. These are the staffing levels funded during fiscal year 2014. While the staffing levels remain static in the 2015 request, the funding request represents an overall increase of approximately 4 percent over the fiscal year 2014 enacted level. This increase is necessary to address the natural cost of living and within grade salary increases incurred by the Department.

As you are aware, the Department's current sworn staffing levels do not entirely provide the necessary resources to meet all our mission requirements within the es-

established sworn officer utility or the number of work-hours in a year that each officer is available to perform work. This “utility” number is used to determine overall staffing requirements, and balances the utility of available staff with annual salary and overtime funding along with known mission requirements such as post coverage, projected unscheduled events such as demonstrations, late sessions, holiday concerts, et cetera, and unfunded requirements that occur after the budget is enacted, such as unforeseen critical emergency situations. Because of the need to fill the mission requirement gap through overtime, the Department has struggled to pull our sworn personnel offline to conduct training. In order to achieve mandatory training, we must utilize overtime to ensure that the officers may be offline for training, while meeting our daily mission requirements. There are flexibilities in other law enforcement agencies in offsetting or deferring daily requirements to allow for training that our unique mission does not afford and we are grateful that you have provided us the means to conduct this training in fiscal year 2014.

Thus, mission requirements in excess of available personnel must be addressed through the identification of efficiencies such as post realignment and/or reductions, technology, and cutbacks within the utility. Where necessary, we meet this requirement through the use of overtime. The Department is currently implementing an action plan that is simultaneously evaluating our staffing processes to find more efficiency through information-based management, while developing training and guidance for supervisors on methods for reducing overtime. At the same time, we are considering enhancements to a number of policies and procedures that have an indirect impact on overtime needs. At the requested funded staffing levels, the Department’s fiscal year 2015 overtime projection is \$23.45 million, which is just over a half million dollars more than our overtime allocation for fiscal year 2014. This amount will cover base mission requirements, support of non-reimbursable events at the Library of Congress and an offset to allow for appropriate security staffing so that sworn employees can be backfilled while they attend necessary and mandatory training.

The second area I want to cover in some detail is our requested general expenses budget, which includes protective travel; hiring, outfitting, and training of new sworn personnel; supplies and equipment; management systems; and other non-personnel needs. We are requesting \$64 million for general expenses, which is an increase of nearly \$5 million over the fiscal year 2014 enacted level. No new initiatives or program increases are included in this request. The increase results from normal increases in costs and restoring annual levels reduced in previous fiscal years to meet immediate needs. The amount of the general expense request is slightly lower from last year’s request and we will continue to identify areas that we can target for further efficiency or elimination.

With your support, the Department continues to successfully perform our operational mission and has achieved several key accomplishments over the last year, some of which have resulted in greater efficiencies for the Department, which include addressing several administrative challenges and improving corresponding business practices.

Our officers provide a safe environment for the facilities of Capitol Hill. For the U.S. Capitol Building alone, we provided a secure and open environment for well over 1.5 million square feet, over 600 rooms, approximately 850 doorways and miles of corridors; which speaks to the vast magnitude of our mission and how our ability to remain agile and prepared to respond is key to the accomplishment of our mission. In fiscal year 2013 the Department performed over 9.8 million screenings of people entering congressional buildings (including over 1.6 million visitors to the Capitol Visitor Center). Outside the buildings we kept the Capitol grounds safe by conducting more than 150,000 K-9 vehicle sweeps and over 27,000 offsite vehicle inspections.

The Department continues to implement uniform procedures to effectively measure and justify U.S. Capitol Police planning, program, and resource requirements through a comprehensive, standardized, and repeatable management process, which we call the “Force Development Business Process.” It provides for a transparent decisionmaking process, including reviews and approvals by an Investment Review Board made up of key agency management, and provides a structure that is results-driven and based on meeting operational needs. In addition, in order to ensure the accuracy of our budget request, our fiscal year 2015 budget went through multiple layers of review and validation, and is traceable to supporting documentation for each budget element.

Further, we continue our work to close audit recommendations and to address our material weaknesses from prior audits by working closely with our Inspector General and the Government Accountability Office to address identified issues and by providing the evidence necessary to close findings. In particular, I am pleased to re-

port that the Department received a third consecutive unqualified “clean” opinion on our financial statements. Also thus far in fiscal year 2014, we have worked closely with the Office of Inspector General to close 18 recommendations and have completed actions that we believe could lead to closure of another eight recommendations. Further, we are working on the resolution of a number of other recommendations in order to achieve efficiency and effectiveness of our administrative programs. The long-term resolution of recommendations related to internal controls, business processes and material weaknesses remains of the highest importance to our management team.

Before I close my remarks, I want to talk a little bit about our future. The Department has evolved from a lone watchman in the early 1800s to a professional and unique law enforcement and homeland security force. Over the past 13 years, we have adopted new capabilities to address our fluid threat environment. These changes have led to an increase in personnel, tools, special skills and new levels of accountability. Over the past year, we have been in the midst of updating our Strategic Plan to ensure that our existing structures are sufficiently aligned and resourced to support our mission requirements into the future. While I gave you a high level summary earlier in my testimony, in the near future we will be unveiling our new Strategic Plan in its entirety.

As we look towards the future, we will be transforming and strengthening our culture to continue to meet 21st Century challenges with a focus on results. We will be engaging you and our other stakeholders more as we further develop this new plan of action. Some of our transformational priorities include improving our management and planning processes; improving communications; enhancing our future leadership capacity; establishing clear expectations and accountability for all personnel; and evolving the Department into an organization that learns from our experience and shares knowledge within our workforce. These will be the foundations upon which we will build a nimble, data-driven, community-focused law enforcement agency for the future.

I am grateful for your time today. As I said earlier, we realize that we have to function within the parameters of the economic and fiscal realities facing the country and specifically the legislative branch. We will continue to work closely with you to make sure that we meet the needs of our mission in a reasonable and responsible manner. I want to thank the women and men of the USCP for their support; I appreciate the opportunity to appear before you today and would be glad to answer any questions you may have at this time.

Senator SHAHEEN. Thank you very much.

SERGEANT AT ARMS AND DOORKEEPER

STATEMENT OF HON. TERRANCE W. GAINER, SENATE SERGEANT AT ARMS, WASHINGTON, DC

Senator SHAHEEN. Mr. Gainer.

Mr. GAINER. Thank you, Madam Chairwoman and Ranking Member Hoeven. I appreciate the opportunity to appear before you this afternoon on behalf of the Sergeant at Arms team to present our budget request for the upcoming fiscal year.

I ask that my written testimony be submitted and made part of the record.

As you mentioned, this will be the last time testifying before you in my capacity as the Senate Sergeant at Arms. I want to thank this committee and your staff for all you have done to support our organization and the Capitol Police during my 12 years on the Hill.

Our total budget request for fiscal year 2015 is just under \$200 million, which is an increase of \$3.6 million, or 1.8 percent, over the fiscal year 2014 enacted level. This includes a salary request of \$71 million and an expense request of \$128.8 million. As in previous years, our budget and operating plans have been formulated with service, safety, and security of the Senate community as our highest priorities.

First, allow me to recognize our professional SAA staff who consistently do an outstanding job. Behind me is Drew Willison, the nominated replacement for Sergeant at Arms, and Mike Stenger, a long-term member of the Secret Service who has been nominated to be the Deputy Sergeant at Arms. I am sure that they will continue guiding the organization in the right direction.

Over this past year, we reduced the size of our organization by 68 people using the VSIP retirement plan. Over the last 4 years, we have reduced the size of the organization by nearly 100. This action resulted in annual savings of approximately \$5 million in salary expenses. Utilizing efficiencies gained through reorganization, technology enhancements, hard work, and strong leadership, we were able to achieve that result.

On the expense side, we renegotiated our largest IT contract, resulting in a sizable reduction. We anticipate that change will save about \$10 million per year. We also consolidated our retail postal service into one location by closing our Post Office in the Russell Building.

Although we have been diligent in our efforts to reduce costs, there are several elements of our budget that are not directly under our control and continue to climb each year. For instance, our organization is responsible for maintaining the leases of the Senate's 454 State offices across the country. The fiscal year 2015 budget request to fund these leases is \$21 million. Lease costs increase by an average of 3 percent each year. In addition, the cost for our suite of services, known as the Constituent Service Sys-

tems, or CSS, continue to climb. In 2009, these services totaled \$3.9 million. In fiscal year 2015, we anticipate these services will be \$5.2 million.

Next I want to mention the breadth of services we provide and a few accomplishments from our team during this past year.

You are now familiar with the Watson Unified Conferencing System and our new telephone system. These new systems save time and money through reduced maintenance and support. This year, we will begin to expand the Watson phone service to all of the State offices.

Second, all of the State offices and committees migrated to an enterprise mail system, which has vastly increased our ability to support and protect our email systems while reducing the costs required for maintaining the systems.

Third, we successfully processed 306 million Internet email messages while protecting our customers from spam and malicious messages.

Fourth, we started a project to upgrade State offices to broadband Internet services using local providers. This will significantly improve bandwidth and Internet usage capabilities, allowing the members to respond to their constituencies far more quickly.

Fifth, we continue to update and expand the tools that Senators and staff use to stay connected with each other and their constituents. This includes several new models of the Apple iPhone, iPad services and the newest BlackBerry devices. We also plan to add Windows 8 smartphones into our catalog later this year.

Sixth, we continue to provide our customers with photocopying, graphic design, printing, mailing, and presentation documents. Last year, our PGDM operation produced over 61 million items.

PREPARED STATEMENT

Finally, our offices work closely with the Secretary of the Senate, the Capitol Police, the Architect of the Capitol, the Senate Committee on Rules, and this committee to provide quality service to the Senate.

I am grateful for the support of my staff, led by Drew Willison, and the great people who work very hard to make your work easier.

I, too, am happy to answer any questions.

Thank you.

[The statement follows:]

PREPARED STATEMENT OF HON. TERRANCE W. GAINER

INTRODUCTION

Madam Chairwoman, Ranking Member Hoeven, and members of the subcommittee, thank you for inviting me to testify before you today. I am pleased to report on the progress the Office of the Senate Sergeant at Arms (SAA) has made over the past year and our plans to enhance our contributions to the Senate in the coming year.

For fiscal year 2015, the Sergeant at Arms respectfully requests a total budget of \$199,800,000, 1.8 percent above the current enacted level. Although this budget is nearly at the 2007 level, we will continue to provide the necessary and high-quality services that the Senate community has come to expect from us. Since 2007, we have realized cost savings from the staff buyouts completed in 2013 and from rigorous contract management and restructuring.

Our challenge for last year was to minimize the effect of this staffing reduction on services to the Senate. I believe we have taken extraordinary steps to mitigate the impact of those reductions and that the changes have appeared seamless in the way we support our customers.

We had major successes in a number of key areas over the last year. In information technology, for example, the continuation of our server virtualization efforts allowed us to reduce energy, maintenance, and support costs by running more than 887 servers in a virtual environment. Our Help Desk team continued to perform extremely well, with a customer satisfaction rating of more than 99 percent at the very satisfactory or excellent level. Since we moved to the new Watson system, we have processed almost 89 million telephone calls. This year, we will be expanding our telephone and voicemail systems and evaluating the technology associated with expanding the service to State offices. We continued to benefit from the consolidation of our e-mail, mobility, and network authentication systems, which has yielded improved functionality and a reduction of over \$700,000 in yearly contractor support costs. We continued to update and expand the tools that Senators and staff can use to stay connected with each other and their constituents—supporting the latest Apple and BlackBerry smartphones and tablets and enhancing the user experience.

We consistently evaluate new equipment and vendors to ensure that office equipment offerings stay current. Some examples include adding new models of copiers to the Technology Catalog, providing current functionality with a smaller footprint, and offering secure travel pouches for iPads. We completed a project to provide office administrators with the ability to update the person and location associated with a specific piece of equipment and enhanced workflows allowing staff to trace their requests for repairs, moves, reassignments, returns to stock, inaccuracy alerts, and lost/stolen equipment reports. In addition, a new project is under way to provide office administrators with the ability to return multiple wireless devices to stock using automated workflow to prepopulate configuration sheets, reducing the potential for user error.

We also improved our information technology security posture, so that the Senate has not suffered any major compromises of information security. But, again, continued reductions in our budget continue to challenge our ability to support our customers with information and communications technology.

For our Capitol Operations team, 2013 was another busy and productive year serving Senators and their staff members, visitors to the Capitol, members of the news media who cover Congress, and the broader public who have a fundamental interest in knowing what the Senate does. Using both traditional and new media, as well as good old-fashioned customer service, Capitol Operations helped to bring people to the Senate—and to bring the Senate to the people across the country and around the world. Our Twitter account surpassed 5,000 followers, and we used the Twitter Alerts emergency notification feature to keep staff and others informed about the shooting incident that occurred on October 3.

Last year, for example, the Senate Recording Studio provided 794 hours of gavel-to-gavel coverage of Senate floor proceedings and provided broadcast coverage of 730 Senate committee hearings—an increase of 33 percent over the previous year. In addition, Recording Studio staff produced a total of 922 television productions for Senators, an 11 percent increase over 2012. And, last year Doorkeepers assisted 210,164 visitors in viewing the Senate Chamber, both when the Senate was in session and during recess, which reflected a 13 percent increase from the 2012 visitor total.

Our continuity and emergency preparedness staff completed over 20 exercises, tabletops, tests, and guided discussions in 2013. These covered all aspects of emergency response including primary and alternate emergency operations centers, Chamber protective actions, briefing center transportation, contingency telecommuting, evacuation, internal relocation, shelter-in-place, mass casualty response, alert notification, and continuity of government.

Our Printing, Graphics and Direct Mail department saved \$1 million in postage costs by pre-sorting 5.89 million pieces of outgoing Senate franked mail and another \$72,820 in postage by using new software to identify 161,822 undeliverable addresses before they were introduced into the United States Postal Service mail stream.

During fiscal year 2013, our Capitol Facilities team completed 3,263 special event setups in the Capitol and Capitol Visitor Center (CVC) Senate expansion space, an increase of 33 percent from fiscal year 2012. Service requests from Capitol offices for moving furniture, delivering supplies, and providing picture frames to Senate offices totaled 5,320, an increase of nearly 87 percent from fiscal year 2012.

Our customer satisfaction levels remain high. And as you can see, the Sergeant at Arms team continually works toward the vision of our Strategic Plan: *Exceptional Public Service . . . Exceeding the Expected.*

Leading the efforts of the Office of the Sergeant at Arms is an outstanding senior management team including Drew Willison, who serves as my Deputy; Republican Liaison Mason Wiggins; General Counsel Terence Liley; Legislative Liaison Nancy Olkewicz; Assistant Sergeant at Arms for the Office of Protective Services and Continuity Mike Stenger; Assistant Sergeant at Arms and Chief Information Officer Vicki Sinnett; Assistant Sergeant at Arms for Operations Bret Swanson; Assistant Sergeant at Arms for Capitol Operations Kevin Morison; and Chief Financial Officer Chris Dey. The many goals and accomplishments set forth in this testimony would not have been possible without this team's leadership and commitment, as well as the dedication of the women and men who work for these leaders.

PROTECTIVE SERVICES AND CONTINUITY

Emergency Preparedness

Our emergency plans and procedures are designed to ensure the safety of Senators, staff, and visitors within our facilities by equipping them with the necessary tools to prepare for and respond to emergency situations. Throughout 2013, we remained committed to improving life safety and emergency procedures using best industry practices, lessons learned, and scheduled events. We continued to ensure staff preparedness through enhanced Emergency Action Plans, mobility-impaired evacuation procedures, internal relocation and shelter-in-place protocols, and the annual Chamber protective actions exercise.

The Emergency Action Plan is a central document that reflects our preparedness efforts across the Senate. Each Senator's office maintained a customized plan based on its unique circumstances and needs in 2013. This past year, over 65 percent of these plans were reviewed and validated using guidelines set forth by the Occupational Safety and Health Administration and the Congressional Accountability Act. The remaining 35 percent of Emergency Action Plans were in various stages of verification or completion at the end of 2013. We worked closely with Office Emergency Coordinators (OECs) to update 210 of the 322 plans maintained Senate-wide to ensure each plan's accuracy. We assisted new Senate offices with developing their Emergency Action Plans as they moved from transition space to permanent offices. We provided individual training sessions on Emergency Action Plan procedures, ALERTS account maintenance, personnel accountability, and emergency equipment use to 17 new Senators and their offices. Fifteen new Senators also received personal emergency preparedness training and escape hood orientation. Postal Square Emergency Action Plans were updated and staff was trained on new protocols and notification procedures after the United States Capitol Police (USCP) post was discontinued.

The protection and preparedness of Senators, staff, and visitors within the Senate Chamber continues to be one of our main focus areas. We conduct a full-scale exercise annually to test and validate the Chamber Protective Actions Guide, which serves as the collective Chamber Emergency Action Plan. The 2013 exercise was the most attended event to date with over 161 staff members from SAA, Secretary of the Senate, USCP, and member offices participating. This was also the first time that active shooter response procedures and the AIRCON picket line were used during the exercise. Additional areas of emphasis included using emergency escape hoods, setting up portable comfort stations, preparing the Capitol Visitor Center gallery check-in room, activating the fourth floor ALERTUS notification system, and transporting mobility-impaired Senators to the Briefing Center during AIRCON evacuations.

Emergency Communications and Accountability

We continue to improve notification and communication programs to ensure devices and systems are ready to support the Senate during local or large-scale emergencies. The Accountability and Emergency Roster System (ALERTS) is the primary single-interface alert and notification system for delivering emergency e-mail, PIN, and voice messages to the Senate community and accounting for staff during emergencies. Throughout 2013, we conducted an exhaustive review of staff names entered in the database to ensure alert messages and accountability information are delivered correctly.

We conducted regular emergency notification tests for staff and biannual tests for Senators in conjunction with the USCP, Secretary of the Senate, party secretaries, and other stakeholders. These tests are designed to ensure our emergency messaging systems reach intended recipients and that staff understand the multiple ways alerts may be delivered. Monthly communications tests were also held with executive branch agencies to verify contact information between continuity sites. Video teleconferencing equipment continues to be tested monthly at various Senate

contingency sites. Additionally, secure and unsecure satellite phones, the Wireless Priority Service, and the Government Emergency Telecommunications Service are all tested quarterly.

In 2013, we also routinely tested the Senate contingency radio system that provides radio coverage throughout Capitol Hill and at other continuity sites. The system is used by Sergeant at Arms and Secretary of the Senate staff who have responsibilities during emergencies and special events. The radio system allows staff to coordinate activities that directly support the Senate's essential functions when cellular phones, e-mail, and text messaging have been severely degraded during large-scale emergencies. The radio system was used during both the Presidential Inauguration and State of the Union address in 2013.

We support staff accountability operations at assembly areas with tablets and laptops, remote check-in procedures, PIN messaging to OECs, and accountability desk activation. In 2013, we conducted over 60 in-office trainings for new and existing OECs on emergency staff accountability procedures. We also had over a 90 percent reporting rate for the Hart, Dirksen and Russell Senate Office Building drills this year.

Our staff that serves in the USCP Command Center—after normal business hours whenever the Senate is in session and during emergency incidents and special events—were trained to use the Senate Dialogic and Chyron systems to assist USCP and provide senior leadership with amplifying information regarding ongoing events. Dialogic emergency message templates were updated this year to provide operators with additional scenario options to improve efficiency and quicker message delivery. We also implemented a new Chyron Web interface to improve our ability to quickly edit, review, and release alert messages to the Senate community via the cable television system.

We continue to administer and improve WebEOC, a crisis information management application utilized by the Senate Emergency Operations Center (EOC) during emergencies and special events. SAA departments can now report their operational status and ability to carry out mission-essential functions. The application can also track offices and staff assigned to alternate office space as needed. Collaboration continued with the House of Representatives, Architect of the Capitol (AOC), other Government branches, and local and State National Capital Region WebEOC users for seamless information sharing across different networks. The WebEOC system was used during the Presidential Inauguration and State of the Union address to increase the situational awareness of SAA staff supporting these events.

In 2013, we developed an informational Website to launch during a large-scale emergency which will provide event and accountability information about Capitol Hill visitors and staff. The general public would be directed to this Web site to prevent overwhelming the Capitol switchboard with a high volume of phone calls.

Training and Equipment

Training and outreach programs are designed to provide interactive classroom and personalized instruction to the Senate community. These valuable programs provide a wealth of preparedness and life safety awareness information to enhance office personnel preparedness. This past year, we conducted 246 training sessions on a variety of preparedness topics with over 4,555 staff participants. Training sessions covered Emergency Action Plans, escape hoods, emergency equipment, internal relocation, shelter-in-place, responding to an active shooter, accountability actions, and life safety procedures. Last year, we issued six OEC certificates to recognize staff who enhanced their professional knowledge and readiness by completing requisite emergency preparedness training courses.

We hosted the sixth annual Senate Emergency Preparedness Fair to highlight our training and outreach programs during September's National Preparedness Month. Over 24 members of the emergency management community throughout the National Capital Region set up equipment displays, provided preparedness information, and demonstrated new products. The 2013 keynote speaker was the Mayor of Avalon Borough and Cape May County Emergency Manager, Martin Pagliughi. A record 142 staff members attended the event.

Our continued management and support of protective emergency equipment caches in each Senate office have been crucial to the preparedness program. Our office ensures equipment functionality through an extensive annual inventory that replaces expired and faulty items. Over 268 offices with 28,500 pieces of emergency equipment—escape hoods, emergency supply kits, and wireless emergency annunciators—were inventoried in 2013. Additional portable comfort stations were placed at multiple internal relocation sites, and 39 green beacons were deployed to assist staff and visitors in more easily locating their nearest internal relocation site.

Exercises

We continue to manage a comprehensive exercise program structured to ensure Senate plans are practiced and validated regularly. The Test, Training, and Exercise (TT&E) program validates our ability to respond in times of crisis as well as identifies areas where better planning and procedures would be beneficial. Our program is outlined in an annual guidance document that is coordinated with stakeholders and jointly signed by the Secretary of the Senate and myself. This document provides overarching guidance for three TT&E program areas:

- A 6-year exercise program that focuses on areas relating to our key capabilities;
- Recurring TT&E support activities throughout the year; and
- A calendar of annual exercises that reflects contingency program goals and objectives.

During 2013, we conducted several joint exercises with the Secretary of the Senate, USCP, AOC, Office of Attending Physician, party secretaries, and other key congressional stakeholders, including the chamber protective actions, active shooter, chemical response, mass casualty response, internal relocation, and classified continuity exercises. We completed over 20 exercises, tabletops, tests, and guided discussions in 2013, covering all aspects of emergency response, including primary and alternate emergency operations centers, transportation, contingency staffing, evacuation, shelter-in-place, and Alternate Chamber media operations. We regularly exercised the offsite EOC to test our ability to quickly move staff to a distant location and maintain Senate operations. This past year we also conducted the first evacuation drill for both day and night shift staff at the Senate storage and printing facilities in Maryland. This was also the first year that we conducted a shelter-in-place exercise for SAA staff assigned to the sixth floor of the Postal Square building.

The Senate EOC is utilized during emergencies and special events to coordinate information, resources, and response efforts. Last year, we conducted an online EOC exercise allowing staff to work at their normal office location to simulate a shelter-in-place situation. “Take at Your Desk” exercises are also e-mailed multiple times per year for staff to practice using the emergency management information software.

After-action reports are often generated for each exercise by documenting lessons learned into a remedial emergency action tracking system (REACTS) for future plan improvement and to track identified issues. A classified version of REACTS was developed in 2013 to track lessons learned from our growing classified exercise program.

Contingency Programs

Our staff, in collaboration the Joint Continuity Office (JCO), further developed and refined contingency transportation and relocation site plans in 2013. The Office of Protective Services and Continuity details staff to this office to support the planning process, policy guidance, and direction from congressional leadership. Over the last year, JCO continued developing plans for classified relocation sites, leadership evacuation sites, transportation operations, and embarkation points. Continuity of Government plans coordinated with our congressional planning partners and supporting agencies are on schedule to be finalized, validated, and exercised.

This year, we launched the Senate Emergency Relocation Group (ERG) to address the Senate’s unique staffing requirements during contingency operations. Skilled SAA staff were identified and trained to support Senate continuity operations during an emergency event requiring relocation. This program provides information, training, supplies and support to 60 SAA staff members who may relocate to alternate sites during a contingency event.

Maintaining a viable COOP program is critical to the Senate’s ability to perform constitutionally-mandated functions during local emergencies. Drafting, developing, and finalizing COOP plans for member offices and committees is often challenging during periods of demanding legislative activity. Nonetheless, our team continued working closely with member offices and committees to ensure their continuity plans were developed, regularly updated, and ready for execution by using a simplified template. In 2013, our office began sending reminder messages to all new member offices emphasizing the importance of developing their office emergency preparedness and COOP plans. We developed a new program to assist committees with creating and maintaining a fly-away kit to be stored at a secure offsite location for future emergency relocation events.

Our organization also continues to ensure existing plans and capabilities are regularly maintained and updated. We completed physical expansion and IT upgrades at the local Alternate Chamber continuity site. The Alternate Chamber plan was also revised to reflect these upgrades to better support site operations.

Validating existing contingency plans is critically important and best accomplished through exercise design and execution. In 2013, our office again conducted three major exercises at classified continuity sites in collaboration with the JCO. One exercise validated the use of pre-staged materials at local departure points and a new automated Congressional Personnel Accountability System in our emergency boarding and manifesting plans. Over 40 staff members were identified, manifested, and transported using emergency bus assets during this functional exercise. These exercises allowed us to validate draft plans, confirm critical supply and equipment set-up, develop space allocation plans, and conduct mock Chamber and broadcast operations. After-action reports were completed for each exercise and remedial activities were tracked until completion.

Security Planning and Police Operations

The Police Operations program coordinates with the USCP to process security requests and services for Senate offices, committees, and support offices on Capitol Hill. Police Operations staff also coordinate security assessments, security sweeps, and installations of proximity card readers and duress buttons. They facilitate security briefings and police outreach for Capitol Hill Senate staff. Over 260 DC and field committee hearing security assessments were coordinated in 2013.

The Senate Campus Access program facilitates vehicle and delivery requests to access the Capitol's secure perimeter from congressional offices, constituents, outside vendors, and other groups. During 2013, the Senate Campus Access program facilitated 928 access requests including 269 Senate military liaison office and other Department of Defense agency requests; 236 member offices requests; 273 USCP, AOC, and House of Representatives requests; and 150 Federal and foreign government agencies requests. Senate staff rely heavily on this program to ensure their guests and constituents, materials, and equipment for special events are screened and approved by USCP before entering the Capitol complex.

A USCP Command Center Duty Representative is stationed in the Command Center to monitor events on or near Capitol Hill and ensure the Senate community is alerted to any security incident or emergency event whenever the Senate is in session, including late nights, weekends, and holidays. In 2013, the Command Center Duty Representative monitored 373 incidents or events including demonstrations, suspicious packages, evacuations, and local law enforcement responses.

For the upcoming year, the Police Operations program will continue providing security assistance to Senate offices and serve as the Sergeant at Arms USCP liaison. The Senate Campus Access program is essential to screen and inspect materials and items used by outside groups for events, exhibits, and displays.

The State Office Readiness Program provides security and preparedness resources to State offices, mirroring programs currently available to Capitol Hill Senate offices. Participating offices receive a variety of security enhancements, including secure reception areas to screen visitors, duress and burglar alarm systems, and closed-circuit camera systems. The Sergeant at Arms office pays for installation, maintenance, and alarm monitoring services, including annual inspections and equipment tests. The program also assists State offices with completing Emergency Action Plans to identify unique security and emergency preparedness procedures.

We're always looking for ways to leverage technology to provide long-distance services as both the program's budget and contract staff have steadily decreased. We distribute a monthly OEC Bulletin to all State offices that contains relevant security, preparedness, and hazard awareness articles. We also provide two Webinars, *Security and Emergency Response for State Offices* and *State Offices: Responding to Physically Threatening Individuals*, three times each month.

Intelligence, Threat Assessment, and Special Projects

Our office recognizes the value of maintaining collaborative partnerships with the intelligence community, various Federal, State, and local law enforcement agencies, and force protection departments in order to identify potential security risks, monitor threat streams, and maintain situational awareness. Collaborative partnerships ensure appropriate mitigation and prevention strategies are deployed to protect and promote the safety and security of the U.S. Senate, both domestically and internationally.

Our office, in coordination with the USCP and other law enforcement entities, ensures appropriate outreach to and coordination among Senators and staff who receive specific threats. We continuously review, evaluate, and conduct vulnerability, risk, and threat assessments to determine and implement appropriate security measures and Senator protective operations coverage. Additionally, our office provides a regular situational awareness outreach campaign to the Senate community

regarding upcoming significant events or planned activities on and in close proximity to the Capitol complex which may adversely impact Senate business.

This program also supports comprehensive contingency planning, oversees security operations planning, and creates comprehensive incident management and response action plans for major events including the Presidential Inauguration, State of the Union address, Senatorial retreats, nationally televised concerts at the Capitol, and various joint sessions of Congress.

INFORMATION TECHNOLOGY

From a budgetary standpoint, more than half of the CIO organization's fiscal year 2015 request will cover the installation and support of the equipment acquired by offices through the economic allocation, and for other programs that benefit offices directly. One third will be devoted to providing services at the enterprise level, such as information security, the Senate data network, electronic mail infrastructure, and telephone systems. The remainder is almost equally divided between supporting the office of the Secretary of the Senate with payroll, financial management, legislative information, and disclosure systems, and our own administrative and management systems.

Enhancing Service, Security and Stewardship

We continue to provide a wide range of effective information technology solutions to facilitate the Senate's ability to perform its legislative, constituent service, and administrative duties; safeguard the information and systems the Senate relies upon; and remain ready to respond to emergencies and disruptions. As in our other areas, we also emphasize stewardship—the careful use of all of our resources, including the funding we are provided, our personnel, and the external resources that we consume—in all aspects of our information technology operation.

As we do each year, we have updated our 2-year Information Technology Strategic Plan. The current version, under which we will be operating in fiscal year 2015, continues to emphasize our five strategic information technology goals and their supporting objectives that drive our programmatic and budgetary decisions:

- Secure: A secure Senate information infrastructure
- Customer Service Focused: A customer service culture top-to-bottom
- Effective: Information technology solutions driven by business requirements
- Accessible, Flexible & Reliable: Access to mission-critical information anywhere, anytime, under any circumstances
- Modern: A state-of-the-art information infrastructure built on modern, proven technologies

Our fourth information technology strategic goal—Accessible, Flexible & Reliable—may be the most impactful of the five goals. This goal undergirds everything we do from a technology standpoint. We must ensure that almost every system and every service we deploy can withstand disruptions to our operating environment, can be reconfigured if necessary to cope with disruptions, and can be used regardless of whether the person trying to use it is located within one of our spaces or elsewhere. We continuously reevaluate existing services and systems to identify areas for improvement and make those improvements as soon as we can, in an effort to ensure the Senate can continue to do its work under any circumstances.

Enhancing Service to the Senate

Customer Service, Satisfaction, and Communications

Our information technology strategic plan stresses customer service as a top priority, and we actively solicit feedback from all levels and for all types of services. For instance, we ask for customer feedback on every Help Desk ticket opened. In major contracts that affect our customers, we include strict service levels that are tied to the contractors' compensation—if they do well, they get paid more; if they do poorly, they get paid less. Because of reductions to our budget, we have had to relax the service level requirements, reducing services to our customers. During the past year, the percentage of on-time arrivals for the IT installation team never dropped below 99 percent, and 99 percent of customer surveys rated the IT Help Desk and installation services as either "very satisfactory" or "excellent." We expect this excellent level of performance to continue through fiscal year 2014 under the renegotiated service levels.

We satisfy our customers' demands for the latest in mobile wireless technology by keeping our technology catalog up to date with the latest offerings. Last year, we made available several new models of Apple iPhone and iPad devices. We enhanced our BlackBerry 10 server environment to support the newest BlackBerry 10 devices, including the high-end Z30, and plan to add Windows 8 smartphones into our tech-

nology catalog. Microsoft's Enterprise tablet, Surface Pro 2, is already available to offices in the technology catalog. Our CIO staff also continues to work extensively with third-party software providers to enhance our iPhone and iPad corporate e-mail client, looking toward alternatives that will allow for greater iOS feature integration while maintaining a solid security posture. Finally, we continue to monitor and test Android devices with the goal of supporting Android devices when we can do so with adequate security.

We have made strides in further protecting our mobile devices, using a service known as LoJack for Laptops. In the event of a loss or theft, this service enables us to lock or remove all data from the physical laptop once it is connected to the Internet. Once initiated, the lock or data wipe command cannot be overridden, even if the laptop is taken off the Internet. Information provided by the LoJack client and service may also be used by law enforcement agencies to track and recover the laptop.

We have enhanced file-sharing and collaboration services to provide the ability to synchronize your data with all the devices you use. The Box Enterprise service gives you access to your most recent files, and makes it possible for you to collaborate with individuals and groups anywhere, anytime, from any Internet-connected desktop, laptop, tablet or smartphone. Moreover, my staff has negotiated a purchasing agreement for this service that will save our customers from \$96 to \$216 per user annually on top of the General Services Administration (GSA)-scheduled discount, depending on the number of user licenses they purchase.

In fiscal year 2015 we will continue to communicate effectively with our customers through a well-developed outreach program that includes the CIO area on Webster, information technology newsletters, periodic project status reviews, information technology working groups, weekly technology and business process review meetings with customers, and joint project and policy meetings with the Committee on Rules and Administration, the Senate Systems Administrators Association, and the administrative managers steering group.

Robust, Reliable and Modern Communications

We provide modern, robust and reliable data network and network-based services that the Senate relies upon to communicate electronically within and among offices on Capitol Hill and in the States; to and from other legislative branch agencies; and through the Internet to the public, other agencies and organizations.

In coordination with the four major cellular carriers (AT&T, Sprint, T-Mobile, Verizon), we are in the process of upgrading the Senate's in-building cellular wireless system to provide 4G/LTE wireless service throughout the Senate campus. To date, three carriers have completed their installations, and the fourth should be done by the end of June.

As part of an effort to improve network performance at the Senate Support Facility (SSF) located in Maryland, we extended conduit and fiber-optic cable to the Printing, Graphics and Direct Mail (PGDM) facility located in the same office park. The PGDM facility is connected to the Senate campus across a high-speed, direct fiber-optic connection, while the SSF uses a lower-speed connection through our Wide-Area Network (WAN) provider. The investment of conduit and cabling between the sites allows us to utilize the high-speed fiber-optic connection for both facilities, while utilizing the lower-speed connection as a redundant connection to both sites.

In 2013, we completed the campus-wide replacement of all wireless access that comprise the Senate's Enterprise wireless local area network (LAN) service, commonly referred to as Odyssey. This was a significant project that required staff to replace more than 500 access points with newer models. This project increases the overall throughput of an individual wireless client.

Providing Services that meet Business Requirements

In 2014, we anticipate the rollout of a new wireless LAN service called Discovery. This service will provide both an enhancement to our customer base and improve the overall security of the wireless LAN. As part of the rollout, customers will be able to gain access to the Discovery network using their Active Directory login credentials, which is the same username/password combination they use to access their local LAN. Once authenticated, wireless clients will be placed in their appropriate local LAN and be afforded the same level of network access as they have when working from their desktop. This will no longer require clients to log in to the wireless LAN and establish a virtual private network (VPN) connection to access the internal Senate data network. As part of the rollout to Discovery, and from a security perspective, wireless clients will also undergo an assessment of their laptop or mobile devices that will verify their devices are compliant, with up-to-date virus software and definitions, and operating system updates. This is a significant enhance-

ment to the Senate's wireless LAN service, as this security assessment has never been an option before now.

Providing wireless LAN service to the Senate State offices was once a significant obstacle to overcome from a security perspective but has now become a common service the Senate offices can obtain. A secure and cost-effective solution has been made available to the Senate offices and at the close of 2013, more than 50 State offices had this capability installed. The wireless access point bundle is available in the Technology Catalog and extends service beyond the simple convenience of WiFi service, as it provides a flexible solution for Senators and staff visiting a State office without the cost of additional LAN connections. Senate staff are able to seamlessly transition between their DC office and State offices by using the same login credentials to access the wireless network.

Providing a Robust and Scalable Network Environment

We deeply understand the importance of Internet service and the value it brings to our customers in their communication with constituents, and the ability to conduct online research and facilitate the legislative process, so in 2013 we upgraded the connections between the Senate network and the Internet at both the primary and alternate computing facilities. We doubled the amount of bandwidth at the primary facility, to 1.0Gbps, and increased the service at the alternate facility to 0.8Gbps. These upgrades provide higher performance speeds and ensure that each facility can independently support Internet traffic in the event that one of the two circuits fails.

Support for COOP and COG

In 2013, we enhanced the LAN capabilities for one of our critical District of Columbia contingency facilities. As part of an overall effort to increase our ability to respond to an emergency event that requires the activation of this location, we worked with the host staff to install dedicated LAN cabling in both of the buildings planned for our use. By now having dedicated cabling in these locations, no additional patching is required and we have significantly reduced the number of LAN switches that have to be installed inside rooms. This allows us to more quickly react to a contingency event and reduces the amount of time required to bring up LAN service at both buildings.

Additionally, we have increased the involvement of networking staff to support other more outlying emergency operation locations. This allows us to ensure that all data networking requirements and services are appropriately addressed and that we offer the full capabilities to staff reporting to these areas without burdening them with new processes and procedures.

Meeting New business Requirements

We recognize that growth in requirements for support of personal computing devices is inevitable, due to the decreasing cost of these smart devices and their increasing availability. We are actively evaluating technology that will enable us to assess the security features of such devices. If a device does not pass the security check, we will be able to provide online remediation.

A project started in late 2013 and expected to progress in 2014 is the use of broadband Internet service to support Senate State office locations. The 460-plus State office locations are currently connected to the Senate campus using a wide-area service that operates at relatively low speeds. Although we have made investments of additional circuits to increase the amount of bandwidth at select State office locations, the WAN service cannot compete with available bandwidth through business-class Internet services. We are currently in the pilot stage of this project; however, the results have been very encouraging. Using broadband Internet service will allow us to significantly increase the amount of bandwidth at each location and thus increase the performance at each site for both intranet and Internet services. The increased bandwidth also affords us the ability to support emerging technologies such as increased video-conferencing capabilities between DC and a State office, and the potential introduction of Watson voice services to the State offices. As part of the overall project, we are adding technical capabilities such as Power over Ethernet (PoE). Adding PoE allows us to more seamlessly support ancillary equipment, such as wireless access points and IP-based phones, without requiring separate power sources.

Customer Service Culture

The Network Operations Center (NOC) is tasked with monitoring the overall health of the Senate's Enterprise data network and is the main troubleshooting point of contact for problem resolution. In 2013, the NOC received and serviced

2,184 Service Center “incident” tickets, processed more than 2,000 change requests, and processed more than 550 LAN drop requests.

In 2013, Senate offices completed 605 customer satisfaction surveys, of which 94 percent of respondents indicated they were very satisfied with the level of service provided to them, with 85 percent indicating the service was excellent. In order to maintain this level of service and exceed these percentages in 2014, the NOC has instituted a process that requires a call back to any office that submits a survey indicating they were just “satisfied” or worse with the service provided to them.

Ensuring Security of the Senate’s Network Environment

To continue to strengthen the security at our border with the Internet, we upgraded the firewalls between the Senate network and the Internet to new appliance-based units. This upgrade accomplished two things: it ensured we remained on the most current product; and it allowed us to separate the firewall from the network known as the “demilitarized zone” that supports all publicly-available services. That last benefit provides an easier way to accommodate future upgrades and enhances our failover capabilities.

We are looking into upgrading to “smart” power distribution strips in our server racks in the two data centers, which would allow us to control power per outlet and to continue our greening efforts. We will be modernizing the management of data centers with a centralized system which will include collecting and reporting detailed power usage and environmental statistics, capacity planning, workflow and dashboards resulting in improved efficiency and reduced risk of failures and outages.

Our robust messaging infrastructure processed approximately 306 million Internet e-mail messages during the past calendar year. In addition, we support effective communication through the use of videoconferencing.

We continued to enhance our videoconferencing infrastructure that supports hundreds of calls per day, including calls to anyone in the world through a secure, publicly-available client. With this capability, communication with those outside the Senate enjoys the same quality, reliability, and security as calls within the Senate. We also extended these videoconferencing capabilities to include the iPad.

We improved the multi-user/multi-site video call services to increase video quality, streamline the connection process, and more accurately reflect the way we have found our customers use the service. We also strengthened the resiliency of the core videoconferencing services by enhancing our high availability infrastructure to protect services such as our directories and the mobile client registration process resulting in less downtime and increased reliability.

The Senate will be one of the first major Government institutions to offer full support of Microsoft’s latest operating system, Windows 8.1. Our support strategy began by introducing Windows 8.1 on a newly-supported tablet, the Microsoft Surface Pro 2. Offices wishing to adopt Windows 8 on their desktops, either partially or widely, now have that option as well. Full support for Windows 7 remains an available desktop operating system option and will be for the foreseeable future.

This past year, Watson Unified Conferencing replaced our legacy audio conferencing system and yielded additional savings in maintenance and support. It also increases our total audio conferencing capacity and better integrates with our e-mail system for simplified scheduling. More than 6,000 people in 130 offices take advantage of the service. We continue to pursue opportunities to deliver additional unified communications capabilities by further integrating the Microsoft Lync platform with our telecommunications and videoconferencing infrastructures.

Committees extensively use streaming video to broadcast their hearings over the Internet. This past year we completed the transition of our own internally-supported infrastructures and decommissioned them. We also renegotiated our contract with our content delivery network provider, saving \$35,000 per year and adding the capability to easily stream to Apple iPhones and iPads. As we reported last year, we’ve realized huge benefits since moving to this service, including the capability to serve virtually unlimited numbers of simultaneous viewers, DVR-like capabilities for live streaming events, protection against denial of service attacks, and the elimination of the impact that large numbers of viewers created on the Senate’s Internet connections.

The Large File Transfer System continues to perform, after 4 years, with virtually no downtime. Currently, 71 offices use it to efficiently transfer large files with other offices in the Senate as well as external entities including other Government agencies, the media, and constituents. The Senate Recording Studio also uses the system to send video files to Senators’ offices, both on Capitol Hill and in their home States. Between January 2013 and January 2014, the system processed more than 2,000 files and nearly 2,000 gigabytes of data.

Web-Based and Customer-Focused Business Applications

We continue to add functionality to TranSAAct, which is our platform for moving business online. Based on the requirements of offices and the Committee on Rules and Administration, we continue to develop TranSAAct to eliminate paper-based manual processes and move them to the Web. Because it is built on an extensible modern database framework, TranSAAct allows indefinite expansion as new requirements are identified.

Over the last year we expanded our asset management features to include the ability to relocate, reassign, return to stock, and request repairs for assets assigned to an office. Office staff can initiate full-service and self-service requests according to defined business rules. Some requests that follow specific business rules, such as reassigning an asset from one person to another, can be completed efficiently in real time with no SAA staff intervention through integration with the asset management system. For requests that require staff involvement, TranSAAct facilitates the workflow by integrating with the Service Manager system (to automatically generate a work order) or the Senate Technology Catalog, as appropriate. This approach provides faster customer service through increased efficiencies and the reduction of duplicative data entry. Offices can link to Service Manager tickets for up-to-date status information for service requests initiated in TranSAAct. We have also provided enhancement to enable our Equipment Services team to more effectively support TranSAAct initiated requests.

This past fall, we completed our work with the Secretary of the Senate to add Stationery Room usage and billing information to TranSAAct. We have also added Economic Allocation Funds (EAF) reports, allowing offices to view their EAF transactions and balances through TranSAAct. We are currently planning a technology refresh, upgrading versions of infrastructure components. We have also begun planning to update some of the earliest service request pages, such as parking and ID request pages, to take advantage of our current development tools and techniques to improve the customer experience and update business rules as needed. We continue to work with offices to prioritize features including moving additional business processes to the Web, delivering increased functionality to administrative staff, and reducing the time, paper and errors associated with manual processes.

We continue working in collaboration with the Secretary of the Senate to support and enhance the newly-implemented PeopleSoft Senate Payroll system. Phase I, replacement of the 20-year-old mainframe-based system, was successfully completed in September of last year. Phase II, implementation of employee self-service, will be coming in the next few months. This new system provides the Senate a state-of-the-art technological platform that should serve the Senate well over the coming years.

After passage of the Stock Act, S. 4038, we began work with the Secretary of the Senate and the Senate Select Committee on Ethics to develop a new Electronic Financial Disclosure (eFD) application and database. This new system supports electronic filing of financial disclosure reports and public access to those reports. Member and candidate financial disclosure reports are now available for the public to search, view, and download. The second phase, which went live as planned on January 1, 2014, provided for online periodic and annual report filing, and public access to all financial disclosure reports in the Secretary of the Senate's Office of Public Records. The system also supports administrative processing and reporting for the Senate Ethics Committee, Government Accountability Office, and Office of Public Records. We will complete a third phase with additional features and tools in April 2014.

We expanded the options available to offices for content management systems to support their www.senate.gov Web sites. This was in response to requests for open source, rather than proprietary, systems that are more prevalent in Web site development and have a much larger market share than our existing offerings. Senate offices and vendors now have more choices of development platforms. Both Drupal and WordPress are now in use as content management systems on some of our public-facing Web sites. We expect more offices to migrate to the Drupal platform in the future, and Drupal sites are being developed at a reduced cost over previous sites using the Cold Fusion-based products.

We provide numerous Web-based systems to enhance the productivity of office staff, such as one for the Placement Office that allows external applicants to electronically submit job applications for positions in Senate offices. We also enhanced the Lobbyist Registration application to create a more robust reporting functionality for general public consumption.

Showcasing and Promoting Modern Information Technology in the Senate

We will continue to highlight new technologies in the Information Technology Demonstration Center through demo days, which have been well-attended in the past. After products are tested and validated in our technology assessment laboratory, they are then available for staff to try in the Demo Center. The demo days feature live demonstrations of new and emerging technologies.

In order to perform technology assessments, feasibility analyses, and proof of concept studies to ensure we are considering technologies that will directly support the Senate's mission, we continue to improve the capabilities in our technology assessment laboratory. Technologies and solutions are vetted and tested here prior to being announced for pilot, prototype, or mass deployment to the Senate. To ensure we focus on the most relevant technologies and solutions, the highly successful Technology Advisory Group, consisting of CIO staff and our customers, performs high-level requirements analysis and prioritizes new technologies and solutions for consideration for deployment in the Senate.

We continue to make progress in providing unified communications capability, tying together voice, video, and data communications into a single tool that presents the user the available communication options to make contact with those with whom they work. This is based on the ways the person with whom they are communicating wants to be communicated with and the capabilities of the device used. With the rollout of Watson Unified Conferencing, our instant messaging, audio and Web conferencing, desktop sharing, and presence information are now accessible from a single client that is integrated with our telecommunications and e-mail systems. Efforts to extend the capabilities of our videoconferencing infrastructure to the unified client are under way and will continue this year.

We will continue or intensify these efforts in fiscal year 2015 to ensure that the Senate is always well equipped to perform its functions. To keep our customers informed of our efforts, we publish the results of our studies on the emerging technology page of the CIO's area on Webster.

Enhancing Security for the Senate

Enhancing Security through System and Information Resiliency

As I mentioned earlier, we build security, accessibility, flexibility, and reliability into every system and service. We continue to test our technology in scenarios in which our primary infrastructure and primary work locations have become inaccessible. This includes the simulated loss of our primary data and network facilities, as well as simulated loss of staff work spaces. All mission-essential Senate Enterprise information systems continue to be replicated at our Alternate Computing Facility, using our upgraded optical network and storage area network technology. We have created a high-availability videoconferencing infrastructure that operates simultaneously at the primary and alternate facilities, allowing for automated recovery from a loss of either the primary or alternate facility without loss of core videoconferencing network services.

We conduct a variety of exercises to ensure we are prepared from an information technology standpoint to cope with events ranging from a burst water pipe, to a pandemic, to an evacuation of Capitol Hill. These exercises demonstrate our ability to support mission-essential systems under adverse conditions, and the ability to support substantial numbers of people working from home. We continue to exercise the ability to support our Senate customers in the event of an emergency situation which may limit our ability to get to work. This includes weekly and monthly exercises designed to ensure technical support is available from the Alternate Computing Facility and other remote locations. Our diligence to this initiative has proved worthwhile during various weather events. With the knowledge that the business of the Senate continued and that State office locations were not affected by the weather in Washington, DC, our staff continued to support the Senate community remotely throughout these events. This included answering the phones from home-based locations, highlighting the capabilities that our current migration to IP telephony will bring to the rest of the Senate.

Securing our Information Infrastructure

We are now deploying critical non-Apple software patches to about two-thirds of the Macintosh computers in the Senate environment, a number that continues to increase over time. We have deployed a configuration to ensure that the Macs download and install available Apple application patches, and we plan to expand to patching Apple operating system and Microsoft Office suite patches in the coming year.

Active and aggressive adversaries continue to target the Senate's information and technology assets. Over the last year we have found that keeping the Senate infor-

mation technology infrastructure secure against these threats is becoming increasingly more complex. We strive to satisfy our customers' demands for the latest in technological innovations, but find that the new technologies come with new, undocumented vulnerabilities. As a consequence of performing vulnerability assessments and through work with our technology vendors, we have found that even "mature" technologies are often vulnerable and require periodic security patches. To compound things further, there are a growing number of adversaries using tools with increasing sophistication in their attempts to destabilize the Internet in order to take advantage of the previously-mentioned vulnerabilities.

These challenges create circumstances where the IT Security group must continue to:

- intensify our cybersecurity intelligence coordination and analytical processing ability;
- improve our vulnerability identification and mitigation processes;
- increase our end user awareness training; and
- continuously evaluate new technologies and improve our existing information technologies to compensate for the inherent insecurity of those technologies and the increasingly destabilized nature of the Internet.

Over the past 3 years, our IT security staff has noted a marked decrease in the number of security incidents handled by the Security Operations Center. The number of security incidents decreased from 408 incidents in 2011, to 310 incidents in 2012, to 249 incidents in 2013. This continued decrease in the number of incidents represents a 24 percent reduction from 2011 to 2012 and a 20 percent decline from 2012 to 2013, with an overall decrease of 39 percent from 2011 to 2013. The decrease in overall security incidents can likely be attributed to a combination of factors: our increased level of end user awareness through cyber threats briefings and end user information security awareness training, better cyber intelligence sharing with other agencies, and our continual hardening of Senate devices through patching and better integration of security controls.

In the past year, we have analyzed over 2,000 incidents involving potential malware and have shared attack indicators with other Federal agencies, thus raising the level of awareness and protecting the U.S. Government as a whole. Our analysis of malware identified a number of instances where previously unknown zero-day attacks have been attempted against newly identified vulnerabilities that did not yet have security fixes. These attacks would have otherwise gone undetected and could have eventually compromised our entire network. By working with other organizations, not only have we protected the Senate's IT environment, we have raised awareness with our colleagues in the rest of the Federal Government.

Calls to the Help Desk for assistance with remediating virus infections have decreased over the past year. In calendar year 2011, the Help Desk received 121 requests for help with virus-related issues, while in calendar year 2012, the number of requests increased to 165. In 2013, the number of virus-related calls decreased to 105.

We still observe "spear phishing" to be a significant avenue for potential exploitation. While the number of targeted attacks against Senate assets decreased in 2013 from 2012, the adversaries conducting these attacks use techniques we assess to be among the most resourceful, persistent, and technologically advanced. We have also seen targeted attacks by known adversaries against personal accounts of Senate personnel, including through social media, apparently attempting to leverage access beyond the reach of our countermeasures.

Using open source intelligence, we have seen attempts to target users by compromising Web sites that are commonly used by members of the Senate community or by the general public in what are called "watering hole attacks." The recent wtop.com Web site infection and several other popular site infections suggest that adversaries are adjusting their tactics by targeting "watering holes" that are outside the Senate security perimeter in attempts to infect Senate devices that visit the infected Web pages.

To protect against these "watering hole" attacks, we have deployed a Secure Web Gateway service to provide the Senate with increased protection against compromised Web sites that house malware staged by cybercriminals or other malicious actors. The solution scans browser traffic for malicious activity and blocks connection attempts to known malicious Web sites. It also analyzes the data stream to recognize and block malware that might be carried by compromised sites.

Our Vulnerability Assessment program and Systems Management Service directly contribute to our strategic goal to provide a secure Senate information infrastructure. The Vulnerability Assessment program routinely scans every computer on the Senate network to examine the configuration and identify vulnerabilities. The Systems Management Service (SMS) provides automated critical security patches to

non-Microsoft software on both Windows and Apple Mac computers. We have seen lower levels in the average security vulnerability of systems since SMS was implemented.

We continue to sharpen and update our defenses in order to be able to successfully defend against advanced persistent threats and to compensate for the destabilizing Internet. Our ability to detect and neutralize these attacks is only possible with our continued close cooperation with our user community and the wider Federal Government. We must continue to coordinate and share information regarding all attack vectors with other Federal agencies so that we can all be better able to defend against these threats.

Using information gained through close coordination with Federal agencies, we continue to conduct threat briefings for system administrators, office leadership, and other staff. Our vigilant monitoring and analysis of the evolving threat environment enable us to better develop effective countermeasures. Since even the best countermeasures can eventually be defeated, we augment our technical countermeasures with educating end users on the current threats, the techniques that are often used, and how to counter them. Over the last year, such training and awareness briefings have paid off in the form of increased situational awareness. Many of our tips come from Senate staff who have been targeted by adversaries. These tips have proven to be a wealth of information for our external partners, who are better able to protect their networks by deploying technical countermeasures.

Enhancing Stewardship

Enhancing Stewardship through Fiscal and Environmental Responsibility

Stewardship of our resources is intertwined with everything we do, as well as being a driving force for some of our activities. We are always looking for ways to improve our processes or technologies so that we save time, money, electricity, paper, or other resources. Our CIO organization is a good steward of the fiscal resources of the Senate, consistently and continuously improving on the services offered to our customers while seeking only modest increases in funding. Many initiatives save offices hundreds or thousands of dollars in costs that would otherwise be borne out of their official accounts. As most of these initiatives save money due to a reduction in the purchase of some commodity, they also fit in with our efforts toward environmental stewardship. Following are some examples of our efforts to enhance fiscal and environmental stewardship:

- The consolidation of our e-mail, mobility and network authentication systems has yielded significant savings in ongoing support and innovation costs. Contractor support costs have already been reduced by over \$700,000 annually. Through the use of fewer, scaled servers that each support larger numbers of users, we are realizing additional hardware and software cost savings as these systems are replaced at the conclusion of their normal lifecycle. We have already removed more than 30 physical servers as part of the effort.
- Our Systems Management Service for automated deployment of applications and updates to workstations and servers reduce the maintenance burden on users and aid in maintaining a secure systems baseline.
- We have continued our virtualization efforts, where we now reduce energy, maintenance, and support costs by running more than 887 of our servers in a virtual environment. We will continue an aggressive campaign to virtualize servers until every server that can be virtualized has been virtualized.
- Offices have taken great advantage of our virtual machine infrastructure that allows us to centrally host their file and application servers on shared hardware at our primary and alternate facilities. This approach greatly increases server hardware efficiency, and, through system duplication and data replication, offers enterprise-class data redundancy and recovery in the event of a critical local failure or crisis. The virtual solution also relieves offices of considerable noise and excess heat, and increases usable working areas for staff. It removes the single point of failure from existing office servers and meets continuity of operations and data replication requirements for approximately half the cost of existing solutions. To date we are hosting 101 member and committee office file servers with a total of 124 virtual servers. Virtual servers running in the data center consume only 25 percent of the energy of a comparable number of physical servers. This means a reduction in power consumption and air conditioning requirements, saving Senate funds, while enhancing our ability to provide reliable and redundant services. Fewer servers used by the Senate also means fewer servers that need to be manufactured and, therefore, have to be disposed of at their end of life, which is “greening” on a national scale.

- We renegotiated the contracts with both of our Content Distribution Network providers for streaming the Senate floor and committee hearings and realized a combined \$150,000 per year savings.
- We continue to use our technology catalog to highlight the energy-efficient aspects of our supported information technology and general office equipment, and we participated in the Senate Environmental and Energy Showcase.
- We continue our efforts to dispose of surplus electronic equipment by identifying non-supported equipment and preparing it for disposal by the General Services Administration. We also send more sensitive equipment like magnetic media and mobile communications equipment to the National Security Agency. Last year we sent over 8,500 pieces of IT equipment to GSA for redistribution or resale and over 2,500 pieces of equipment to National Security Agency (NSA) for destruction.
- We also ensure that the devices we recommend to the Senate meet the applicable EnergyStar guidelines and, where feasible, the guidelines for the responsible manufacture of information technology equipment.

OPERATIONS

Central Operations

Smart Card Programs—ID Office

The Senate ID Office continues to work with other Government agencies on infrastructure for Smart Cards based on HSPD-12 (Homeland Security Presidential Directive—the policy for a common identification standard for Federal employees and contractors). SAA staff from the ID Office and Technology Development Services are collaborating with executive branch counterparts to implement smart access cards. Currently, in conjunction with the Secretary of the Senate, the SAA is issuing Senate Smart Cards, to provide digital signatures on paperless transactions for the Disbursing Office.

Parking Operations

Improving communication to enhance customer service continues to be a primary focus of the Parking Operations team. The recently implemented parking system now allows direct communication to individual permit holders when a situation unique to their permitted area arises. Social media will be explored to provide additional methods of communication in the upcoming fiscal year.

We anticipate that preparing for long-term parking displacements will require the attention of Parking Operations during fiscal year 2015. The Architect of the Capitol is planning renovations of the Russell Legislative Garage and the Thurgood Marshall Judiciary Office Building Garage. The Russell Legislative Garage renovation will displace the parking permit issuance booth and over 100 spaces, which are under the control of the Committee on Rules and Administration. Parking Operations will work closely with the committee's staff and AOC personnel to ensure customer service can be maintained and displaced garage permit holders are accommodated in other Senate areas. The renovation of the Thurgood Marshall Judiciary Office Building Garage will create another set of challenges, as it is anticipated that the number of spaces after the renovation will be reduced. Parking Operations will ensure all stakeholders are aware of the plans for both renovations.

Transportation and Fleet Operations

Transportation and Fleet Operations procures, manages, and maintains SAA vehicles; provides transportation information to offices; and manages, maintains, and operates the Fleet Parking Shuttle service. The SAA fleet includes trucks, vans, buses, SUVs, electric vehicles, Segways, and a handicapped-accessible van to support the Senate community. Transportation and Fleet Operations is responsible for vehicle service maintenance and repair, completing work orders, equipment installations, tag/registration renewals, and inspections for all fleet vehicles. Fleet staff transported more than 20,000 Senate staffers through the Parking Shuttle service during fiscal year 2013.

Transportation and Fleet Operations is a leader in “go green” initiatives with flex-fuel/E-85 vehicles, gas-electric hybrids, all-electric vehicles, Segway Personal Transports, diesel exhaust fluid (DEF)-certified trucks, and a MAXXFORCE-equipped diesel engine truck with Exhaust Gas Recirculation (EGR) to meet latest Environmental Protection Agency (EPA) standards.

Photography Studio

The Photography Studio provides photography and imaging services for Senate offices, capturing more than 82,263 photo images and producing more than 78,172

photo prints during fiscal year 2013. The studio's popular image archiving service was used to digitize 3,845 images from film and prints, and transferred 26,321 images to digital media (CD, DVD or PHD), during fiscal year 2013.

During fiscal year 2013, the Photo Studio coordinated with the House and the Architect of the Capitol photo divisions to expand and enhance the coverage of the 57th Presidential Inauguration ceremony. The photo browser application continues to provide a secure location to store and organize, download, and upload photos, as well as place orders for photo prints through a Web interface. Testing on green screen technology for portraits is close to completion, allowing Senators to have their portrait images photographed on a green screen and digitally combined with different unique backgrounds and locations that are difficult to access, or seasonal images that Senators may otherwise find inconvenient or inaccessible when the Senate is in session.

Printing, Graphics and Direct Mail

The Printing, Graphics and Direct Mail (PGDM) branch provides high-level, direct customer support to the Senate community through photocopying, graphic design, printing, mailing, document preservation, logistics, and security, producing over 61.8 million items during fiscal year 2013. Over the past year, PGDM has dramatically increased its output for our Senate customers, while at the same time holding the line on personnel and other costs. We are making the most of technology and other innovations to expand our service offerings and enhance efficiency and security.

To continuously improve and maintain a flexible and responsive organization, PGDM introduced our new and improved Web-based Online Ordering service. PGDM received and confirmed 379 work orders requesting over 4 million printed documents that were electronically submitted using this easy and convenient option.

As a good steward of fiscal resources, PGDM garnered notable savings for the Senate. More than \$1 million was saved in postage costs by pre-sorting and discounting 5.8 million pieces of outgoing Senate franked mail. Another \$54,000 in postage was saved by using new software to identify 123,778 undeliverable addresses before they were introduced into the United States Postal Service (USPS) mail stream. Additionally, we saved approximately \$823,000 by producing 9,260 charts in-house for Senate floor proceedings, committee hearings, and special events.

PGDM offers a variety of finishing options for books: plastic coil bind, thermal, and perfect bind. During fiscal year 2013, PGDM completed 773,040 books using these binding options.

The branch continued to improve operations and responded to 60,533 individual Senate job requests during fiscal year 2013. PGDM met Senate office demands for document preservation by scanning and digitizing over 5.1 million pages of Senate documents, generating more than 13.5 million searchable PDFs during fiscal year 2013, compared to 4.6 million during fiscal year 2012. PGDM also scanned 994,484 pieces of unprocessed constituent mail during fiscal year 2013, compared to 747,659 pieces during fiscal year 2012, an increase of 33 percent. This service allows offices to electronically route mail to staff and import into their Constituent Services Systems.

PGDM has implemented a system called Multimedia Digitization to convert analog media (VHS and Beta tapes, cassette tapes, and 35mm slides) to Movie Picture Experts (MP3 and MPG) and Waveform Audio File (WAV) formats for preservation. To date, PGDM has used this new service to convert 2,839 tapes or slides from obsolete media to digital.

The document management system, OnBase, continues to be a useful and popular tool among Senate offices. PGDM creates customized, Web-accessible, secure, searchable document databases for Senate offices that are populated with documents sent to PGDM for scanning and by Senate offices entering their own digital documents. During fiscal year 2013, PGDM loaded 39,799 full documents, ranging in page count from 1 to 1,000 pages each, into Members' OnBase accounts.

PGDM produced 3,423 rolls of microfilm, converting over 3.9 million microfilm frames to searchable PDF pages, for Senate offices during fiscal year 2013, compared to just 950 during fiscal year 2012. PGDM offers secure disposal for obsolete documents and, during fiscal year 2013, shredded and disposed of 9,253 boxes of obsolete documents, compared to 3,387 during fiscal year 2012.

The branch also introduced Secure Scanning, a service that digitizes sensitive documents such as personnel files and case work using secure transport, a secure room for production, and a separate stand-alone scanning system. This program safeguarded over 123,868 confidential documents for the United State Capitol Police during fiscal year 2013.

PGDM picks up boxes that are prepared for the offsite storage facility and scans the contents to DVDs, or to the office's OnBase account. Once scanning is complete, PGDM will repack and deliver the boxes to the facility for storage. This helps Senate offices prepare for future donation to a repository and allows the office to have immediate digital access to documents for research or auditing purposes. Using this new service, PGDM assisted Senate offices in transporting and scanning over 500 boxes of Senate documents before shipment to the storage facility.

Customer focus is a priority with PGDM; we are committed to be flexible and explore new opportunities to improve the quality of services to the Senate community. PGDM maintains a high level of service in our satellite copy centers for Senate offices by providing reliable, user-friendly copiers. In fiscal year 2013, the satellite copy centers produced more than 3.9 million pages utilizing the nine robust self-serve copiers, an 11 percent increase over fiscal year 2012.

More than 28 million pages were printed during fiscal year 2013. Of these, there were 2 million color copies produced; 16 million produced utilizing conventional full-color offset printing; and 3.8 million personalized constituent letters printed using variable print technology. In an effort to assist Senate offices to efficiently direct constituent mailings, PGDM can individually address and seal mail pieces simultaneously. During fiscal year 2013, PGDM individually addressed over 1.9 million mail pieces to target specific constituents. Foil stamping/embossing/die cutting continues to gain in popularity; PGDM produced 449,438 pieces during fiscal year 2013, compared to 248,542 during fiscal year 2012, an increase of 81 percent.

PGDM's commitment to teamwork and excellent customer service extends to its legislative branch partners as well. We worked collaboratively with the Architect of the Capitol to fulfill 86,118 flag requests during fiscal year 2013. We assisted the AOC by storing and delivering 3,359,000 tickets, brochures, and pamphlets to support the Capitol Visitor Center and the Capitol building; an increase of 129 percent from fiscal year 2012. By working in tandem with the Government Printing Office, PGDM delivered more than 3.4 million documents (*Pocket Constitutions*, *Our Flag*, *Our American Government*, etc.) to requestors; and increase of 55 percent from 2.2 million documents in fiscal year 2012.

Through effective communication and teamwork, PGDM's Senate Support Facility upheld the SAA mission for operational security during fiscal year 2013 by receiving 575,088 items from the USCP off-site inspection facility and transferring them to the Senate Support Facility (SSF), our warehouse facility. This process eliminated 421 commercial truck deliveries to Capitol Hill, reducing traffic and allowing the USCP to focus on other aspects of safety.

The branch continues its commitment to assist the USCP with innovative methods of managing crowds and access for special events taking place on Capitol Hill. PGDM provides large format printing of signs and banners for major events, plus security enhancements for tickets, badges, and placards. To make it extremely difficult to reproduce counterfeit items, PGDM uses clear toner technology along with a custom USCP hologram that is foil stamped on credentials.

Senate Post Office

The Senate Post Office delivers mail and packages to over 180 mail stops within the Capitol complex and multiple other locations within the Washington metropolitan area. Same-day pickup and desk-to-desk delivery of "Inside Mail" documents, commercial carrier packages, and United States Postal Service mail is provided. All incoming mail and packages addressed to the Senate's DC offices are thoroughly tested prior to delivery.

In an effort to promote greater efficiency and to meet the demands of a reduced budget, the Senate Post Office underwent a thorough operational review over the past year. Through attrition and the SAA Voluntary Separation Incentive Payment (VSIP), the Senate Post Office reduced staff from 75 to 66 FTEs. Furthermore, a thorough review of the two retail unit locations determined the Russell Post Office (located in Room SR-B34B) lacked sufficient revenue and customers to support staffing, and was permanently closed.

The Senate Post Office introduced handheld scanners for the purpose of online mail tracking and reducing the use of paper receipts. The handheld devices use the latest barcode tracking software, mobile computing hardware, and package shipping software to monitor and control the flow of inbound, outbound, and inter-office mail. The handheld data collection devices provide signature capture, desktop syncing, and in-depth reporting, and they allow a mail carrier to track any mail piece and monitor its distribution. The Senate Post Office continues to explore emerging technology to promote better efficiency.

The Senate Post Office continuously strives to be a good steward of taxpayers' dollars while elevating performance. Credit and debit card transactions accounted for

22 percent of overall retail sales totaling slightly under \$1.7 million during fiscal year 2013. The Contract Access Retail System (CARS) implemented in February 2013 has been successful at providing automatic updates and allowing customers' real time tracking capabilities through the USPS Web site.

While competing against digital broadcast and social media, mail remains an active medium for constituent communication with Senators and their staff. During fiscal year 2013, the Senate Post Office received, tested, and delivered 17,149,915 safe items to Senate offices, including 13,553,040 pieces of USPS mail; 3,166,560 pieces of internal mail routed within the Senate and to/from other Government agencies; 195,547 packages; and 234,768 courier items. Even as overall mail volume nationwide has declined sharply in recent years, USPS mail received by the Senate has continued to trend upward over the past 5 years.

All mail and packages addressed to the Senate's DC offices are tested and delivered by Senate Post Office employees. During fiscal year 2013, highly trained Senate Post Office off-site mail staff intercepted 27 articles containing potentially harmful and suspicious substances. The United States Capitol Police Hazardous Material Response Team examined those and 48 other items, and Senate Post Office management screened 8,313 items requiring further scrutiny. These mailings were addressed to Senators with the intent to disrupt Senate business.

All suspicious items were reported to the Capitol Police and investigated. On Tuesday, April 16, 2013, the Senate Mail Facility that services Senators' DC offices received mail that tested positive for the toxin ricin. Mail delivery resumed on Monday, April 22, 2013, as we activated our continuity of operations plan by processing Senate mail at the House screening facility while additional testing and cleanup of the Senate facility was accomplished. The Senate Mail Facility returned to normal operations on May 1, 2013. As a safety precaution, all of the U.S. Senate mail processed during the ricin event was scanned and then printed. This digitization process ensured that all mail affected by the incident was safely and securely transmitted to the intended Senator or committee without risk of potential contamination. You can be confident that our mail processing system worked precisely the way it was designed.

Senate Post Office management worked with the Committee on Appropriations and the Committee on Rules and Administration to build and operate one of the best facilities within the Government to process time-sensitive documents delivered to the Senate. The Congressional Acceptance Site ensures all same-day documents are x-rayed, opened, and tested, and are safe for delivery to Senate offices. During fiscal year 2013, more than 234,000 items were successfully tested and delivered.

The Senate Post Office, in conjunction with the Senate State Office Readiness Program, educates offices on the importance of the continued use of the Postal Sentry. The Postal Sentry, if used properly, provides the best level of protection should State offices receive mail containing a potentially harmful substance. The Senate Postmaster has requested that all Senate State office staff utilize the Postal Sentry mail processing system whenever mail is opened. The Senate Post Office participates in monthly Webinars educating State offices on the proper use of the Postal Sentry. Currently, 348 State offices have the Postal Sentry.

Capitol Facilities

Capitol Facilities serves the Senate community by providing a clean and professional work environment in the Capitol. Through its Environmental Services division, it cleans Capitol spaces, moves Capitol furniture, and provides special event setups in the Capitol—including ten event spaces in the Capitol Visitor Center Senate expansion space. Capitol Facilities Furnishings division provides furniture, carpeting, and window treatments to Capitol offices. Staffing in the department was reduced by over 15 percent in fiscal year 2013, resulting in cost savings of over \$520,000. To meet cyclical customer demands during peak event setups and furniture moves, Capitol Facilities ensures labor cost efficiency by supplementing the full-time workforce with contracted labor in place of additional FTEs.

As with many other SAA departments, Capitol Facilities truly is "doing more with less." During fiscal year 2013, Capitol Facilities completed 3,263 special event setups in the Capitol and CVC Senate expansion space, an increase of 33 percent from fiscal year 2012. Service requests from Capitol offices for moving furniture, delivering supplies, and providing picture frames to Senate offices totaled 5,320, an increase of nearly 87 percent from fiscal year 2012.

The Furnishings division provides furnishings for Capitol offices on the Senate side by maintaining an inventory of stock items as well as designing and producing custom pieces. The Cabinet Shop designed, built, and installed 57 pieces of furniture including new public corridor sign holders and a custom upholstered bench for the Finance Committee. In addition, the Cabinet Shop responded to 348 service calls

during fiscal year 2013. During fiscal year 2013, there were 2,121 requests for construction of frames and specialty framing.

The division provided the chairs and tables that are used by the President and the Vice-President during the Inauguration. In addition, the division also provides carpeting and draperies to Capitol offices and is responsible for facilitating moves of the private Capitol offices. In fiscal year 2013, 53 offices were moved and 15 new offices were selected.

To increase customer service to the Senate community, Capitol Facilities continues to look for efficiencies in its operations and is utilizing the latest technologies available, including the Computer Numerical Control (CNC) machine, which is essentially a computer-controlled router/shaper. This machine will dramatically reduce the time needed to fabricate cabinetry and furniture. Additional enhancements of the online ordering system, CapFOR, are planned, further improving the level of service to the Capitol offices. Comprised of seven modules, CapFOR allows customers to submit requests online for furniture, special events, supplies, and framing; the system is also accessible for the first time to outside constituents to facilitate placing their special event setup requirements online. The system increases efficiency and reduces errors in the customer request process.

Office Support Services

Through timely communication and consistent high quality standards, the Office Support Services team continues to ensure all SAA services to Senate offices are provided efficiently.

Office Support Services staff serve as the liaison between Senators' State offices and the commercial or Federal landlords. The State Office Liaison oversees 450 State offices. They work with Senate offices to negotiate the most comprehensive State office lease agreements that are both cost effective and competitive to the commercial market rates within the location where the office is located. The State Office Liaison negotiated 68 new commercial space leases for State offices, 17 Federal space assignments, one new mobile office lease, 26 lease renewals, and 46 lease amendments.

Customer Support continues to consult members, leadership, and committees regarding the most efficient use of office automation, and analyzes functional operations and workflow in Senate offices to determine how new office technology might improve efficiency and productivity. During fiscal year 2013, this team coordinated 34 office moves in DC, numerous State office moves and, post-election, coordinated the opening and closing of nine additional Senators' offices.

CAPITOL OPERATIONS

Providing exceptional service to our customers—internal and external—remains the focus of our Capitol Operations team. Over the past year, team members once again provided a range of services to Senators and their staffs, visitors to the Capitol, members of the news media who cover Congress, and the broader public. A major focus was providing our customers with timely, accurate and useful information that promotes safety and enhances the experience of those who work in and visit the Senate.

Senate Appointment Desks

Every day, thousands of people visit the Senate office buildings, the Capitol, and the Capitol Visitor Center. For some of these visitors, their first stop is one of our five Senate Appointment Desks, where they are greeted with professionalism and a smile. Collectively, our five appointment desks processed 190,348 visitors during 2013, an increase of almost 7 percent from the previous year. Our computer-based logging and badging system allows visitors to be processed in an efficient, safe and customer-friendly manner, while also helping the United States Capitol Police better identify and protect visitors, as well as staff and members.

Our network of appointments desks—in the Capitol near the North Door, in the Capitol Visitor Center, and in the Russell and Hart Senate office buildings—provides for more efficient processing of visitors, allowing them to get their destinations quickly and safely. For example, the Capitol Appointment Desk processed about 19 percent of our visitors during 2013, a total of 36,128 guests. The fact that the other 81 percent of the visitors were able to enter through the other desks contributed to shorter wait times for official business visitors entering through the North Door and reduced congestion within the Capitol proper.

As noted, our other appointment desks were busy last year. More than 48,000 visitors entered the Capitol through the Capitol Visitor Center to attend meetings and functions in the CVC meeting rooms. Assisting guests with getting to the Capitol and the CVC from the Senate office buildings is an important role of the Senate

Appointment Desks. In 2013, more than 94,000 guests, a record total, entered the Capitol via the Russell Appointment Desk, including 73,680 who were destined for the CVC. Another 11,717 visitors received badges from our Hart Appointment Desk. The SAA worked collaboratively with the Senate Committee on Rules and Administration, the USCP, and the Architect of the Capitol to design a secure and welcoming process for staff who escort Senate guests to the Capitol from the Hart building.

In an effort to improve understanding of how the Senate Appointment Desks work and how they promote safety at the Capitol, Appointment Desk personnel began providing regular “roll call” training to USCP officers in 2012, explaining the process of logging visitors, distributing badges, and the different types of access each badge allows. During 2013, appointment desk staff made approximately 24 presentations, reaching hundreds of officers at various USCP roll calls. In addition, Appointment Desk staff now makes similar presentations at the Capitol tour training sessions put on by the Capitol Visitor Center for Senate staff and interns. During 2013, more than 4,000 staff and interns attended 63 separate trainings at which the Appointment Desk presented information about their operations. Through these information sharing and coordination efforts, everyone involved in the issuing, receiving, and enforcing of visitor badges has a better understanding of the procedures in place and how they contribute to safety and security of the Senate.

Senate Doorkeepers

Our Doorkeepers play a critical role in supporting the legislative process of the Senate. They provide access to those with Senate floor privileges and enforce the rules of the Senate, while also facilitating the needs of Senators, Senate floor staff, and Pages. Each year, Doorkeepers also provide exceptional support for a number of special events attended by Senators, their families, and special guests. Over the past year, these events included various Joint Meetings of Congress, including the movement and seating of Senators for the State of the Union address, as well as congressional tributes, statue dedications, and Congressional Gold Medal ceremonies. These and other events require the expertise of the Doorkeepers who assist with professionalism and poise on these historic occasions.

In addition to their work directly supporting Senators, the Doorkeepers have the responsibility—and the privilege—of assisting tens of thousands of people who visit the Senate Gallery each year. For many who visit the Capitol, the opportunity to sit in the Senate Gallery is a highlight of their trip. Doorkeepers ensure their experiences are educational, memorable, and safe. Last year, Doorkeepers assisted 210,164 visitors in viewing the Senate Chamber, both when the Senate was in session and during recess. That was nearly a 13 percent increase from the 2012 visitor total.

Over the past year, we have worked to enhance the visitors’ experience through greater collaboration with our partners such as the CVC, ongoing training of Doorkeeper staff, and refinement of the materials that are distributed to visitors. As a result, our Doorkeepers have become increasingly skilled at welcoming visitors to the Capitol and educating them on the history and operation of the Senate. The feedback has been consistently positive from visitors, Senate offices, and our partners. In particular, Senate Gallery visitors comment on our Doorkeepers’ ability to process larger groups in an efficient, friendly, and helpful manner.

Over the past decade and more, Senate Doorkeepers have taken on an expanded role in security and safety. Using lessons from September 11, 2001, the Doorkeepers—working with the United States Capitol Police and the SAA Office of Protective Services and Continuity—developed a comprehensive Continuity of Operations Plan. During 2013, the Doorkeeper team conducted regular drills and exercises with the USCP and others on various scenarios such as shelter-in-place, evacuations, and setting up alternate locations. Currently, all of our Doorkeepers are trained in first aid, CPR, and AED.

Our Doorkeepers take their security support responsibilities very seriously, and they are a trained and reliable group of professionals who can be counted on to act decisively in any number of situations. This was demonstrated during two potentially serious situations over the past year. On September 16, 2013, a mass shooting occurred at the Washington Navy Yard. Then on October 3, there were gunshots fired on Capitol Hill, and the Senate Chamber and Galleries were ordered to shelter-in-place. Our Doorkeepers were able to draw on their training to offer a reassuring presence to staff and guests during both of these incidents.

Senate Doorkeepers are responsible for numerous emergency preparedness responses, from setting up and managing a Briefing Center to supporting on- and off-site Alternate Chamber locations. These varied and pivotal duties require ongoing cross-training among Doorkeeper staff, the USCP, Secretaries for the Majority and

Minority, Secretary of the Senate, and other SAA departments. Doorkeepers are among the first responders during any Chamber protective incident. At the onset of an event, Doorkeepers must assess member, staff, and visitor needs; take action to assist USCP in creating a safe environment within the Chamber and areas of the CVC; and, if the situation requires, provide safe egress from the Capitol for all individuals who may not have the ability or knowledge to safely get themselves out of harm's way.

Senate Recording Studio

In a time of instant communication and rapidly changing technology, the Senate Recording Studio strives to stay abreast of the latest solutions that allow the Senate to remain accessible to the public and enable Senators to communicate with their constituents across the country. The Recording Studio was busy and productive in 2013. Last year, the studio provided 794 hours of gavel-to-gavel coverage of Senate floor proceedings and provided broadcast coverage of 730 Senate committee hearings, an increase of 33 percent over the previous year. In addition, Recording Studio staff produced a total of 922 television productions for Senators, an 11 percent increase over 2012.

In addition to the coverage of Senate floor, committee proceedings, and in-house radio and television production, the Recording Studio plays an important role in providing broadcast support of major congressional events. This past year, for example, the Recording Studio provided full coverage of three Gold Medal Ceremonies, the unveiling ceremonies for the Rosa Parks statue and Winston Churchill bust, and the dedication ceremony for the Frederick Douglass statue.

Since 2011, the Recording Studio has provided support for the live streaming of the Senate floor on the Senate's Web site, www.senate.gov. Studio staff played a vital role in upfront planning, technical specifications, and installing, testing and maintaining equipment in the Recording Studio. They worked closely with the SAA Chief Information Officer, Senate Committee on Rules and Administration, and the contractor to make sure this new and important service went online smoothly and on time in January 2012. Now, anyone with access to a computer can witness the Senate at work with the click of a mouse. The studio continues to be an active partner in the live streaming and archiving of Senate Webcasts on www.senate.gov.

Media Galleries

For members of the news media, the U.S. Congress—the people's house—remains one of the most open and accessible institutions of our Government. On any given day, hundreds of reporters, producers, photographers, videographers, and technical support personnel can be found in our hearing rooms and hallways covering Senate events and news conferences, and bringing the news of the Senate back to people across the country and around the world.

Much of the responsibility for ensuring that the news media can conduct their business efficiently, safely, and in a manner that comports with Senate rules and traditions falls on our four Senate Media Galleries: the Daily Press Gallery, Periodical Press Gallery, Press Photographers' Gallery, and Senate Radio and Television Gallery. The unique structure of the Media Galleries, dating back to the early days of the Senate, requires them to work closely with their respective Standing and Executive Correspondents' Committees, the United States Capitol Police, and the Senate Committee on Rules and Administration in order to facilitate media arrangements and credentials for the more than 7,000 members of the media who cover the Senate.

With the explosion of online and social media in recent years, the demand for news has become constant. As a result, Congress is being covered in more detail by more different types of media than ever before. Given this dynamic, the staff of the Media Galleries has worked diligently to accommodate the ever changing technology environment and how the world gets its news. For example, the four Media Galleries worked with the SAA's Office of the Chief Information Officer to upgrade the technical infrastructure, including incorporating Wi-Fi in all four Media Galleries and across the Senate campus. The Senate press wireless system, accessible through a secure log-in script, supports immediate transmission of media reports, including coverage of committee hearings.

Senate Daily Press Gallery

Daily Press Gallery staff supports those reporters who work for daily newspapers and online publications. The Gallery's first responsibility—ever since the Senate and House assigned press accreditation to the Standing Committee of Correspondents more than 140 years ago—has always been the maintenance of high standards of journalistic independence through the press credentialing process.

The annual reaccreditation may seem automatic to Gallery members, but it takes hundreds of hours of staff work each year to sustain the daily congressional press pass as the gold standard of media credentials in Washington. In 2013, the Senate Daily Press Gallery credentialed approximately 1,800 correspondents. At a time when online communications and social media are continually changing the media landscape, the Standing Committee also relies on the Press Gallery to supply the research and the institutional judgment needed for tough and sometimes precedent-setting decisions about who does, and who does not, qualify for media credentials.

Gallery staff supports its correspondents, as well as Senate Press Secretaries and communications staff, in a variety of ways. A basic duty is to ensure that reporters have the access they need to cover the Senate, while at the same time honoring Senate traditions of decorum and recognizing the safety and security requirements of the Capitol Police.

As custodians of the largest press complex on Capitol Hill, Gallery staff effectively acts as “doorkeepers” at the entrance to the press gallery inside the Senate Chamber. Simultaneously, the staff serves the 100 or more reporters who work in the Daily Press Gallery on a typical day in a variety of ways. For example, staff provides reporters with copies of bills and amendments, as well as transcripts of floor debate; generates hand-tallies of roll call votes; tracks Senate floor activities and schedule changes; prepares for major events and ceremonies; and troubleshoots problems with the physical plant. On any given day, Daily Gallery staff are monitoring and assisting with access on the Capitol’s second floor and other busy locations where news is breaking; facilitating coverage of committee hearings; and answering a steady stream of media and Senate staff inquiries about legislation, floor action, and parliamentary procedure.

To improve its “coverage” of floor action and enhance communication with Gallery members and others, the Daily Press Gallery launched a newly redesigned Web site in 2013 (<http://www.dailypress.senate.gov/>). The site has more information that is easier to access than ever before. In 2014, the Gallery will begin to use online tools to streamline its accreditation process and communications efforts.

Senate Periodical Press Gallery

The Periodical Press staff focuses much of its effort on credentialing over 1,200 members of the news media who work for non-daily periodicals and their online publications, and supporting Senate staff with media arrangements and logistics for Senate activities. For 2014, the Gallery remains focused on improving communications with Gallery members and Senate staff, reviewing new applications for accreditation to the Gallery, and day-to-day credentialing of periodical reporters on Capitol Hill.

Among the ongoing duties of Gallery staff is to monitor news conferences, “stakeouts,” Rotunda events, and various other media events in the Capitol and Senate office buildings throughout the year. Staff continues to help facilitate media logistics at Senate hearings, including confirmation hearings for Cabinet-level positions and other high-profile hearings. In addition, most press secretaries and communications directors for Senators and Senate committees utilize the Gallery to help distribute information to members of the periodical press community that they might otherwise miss.

During 2013, Periodical Press Gallery staff completely overhauled and updated their Gallery Web site (<http://www.periodicalpress.senate.gov/>). The new site was launched in September 2013 and has received positive feedback from Senate staff and members of the media. On the site, Gallery staff maintains a daily Senate floor log and tracks legislative activity, votes, and schedule updates. These regular updates assist reporters covering the Senate and staff monitoring floor activity.

The Periodical Press Gallery’s Twitter account, @SenatePPG, continues to grow. The number of followers has more than doubled over the past year to more than 2,600. Twitter is proving to be an efficient and effective platform for keeping reporters and Senate staff up to date on floor schedules, votes, hearings, and Gallery activity. It is also a useful way to drive visitors to the Gallery’s Web site, where information is presented in a consolidated, comprehensive manner. The Periodical Press Gallery was the first of the Senate Media Galleries to adopt Twitter; in 2013, Gallery staff received an SAA Outstanding Team Award for their work and contributions to social media.

Press Photographers’ Gallery

The primary role of the Press Photographers’ Gallery is to credential photographers and to assist at news events throughout Capitol Hill. Unlike the other three Media Galleries, which have counterparts on the House side, Press Photographers’ Gallery staff has the unique responsibility of credentialing media representatives

who cover both the Senate and the House of Representatives, and assisting at large news events and hearings in both Houses of Congress, including Gold Medal ceremonies, State of the Union addresses, VIP visits, and other special ceremonies.

In recent years, the demand for news images, and the need to get them out almost instantaneously, have increased dramatically, as Web-based news content has expanded and social media has become an integral part of modern-day news coverage. The Press Photographers' Gallery has responded to this demand in a number of ways. To keep news photographers informed and to facilitate coverage of Congressional events, Gallery staff recently updated its Web site (<http://www.pressphotographers.senate.gov/>) to provide one reliable, easy-to-use source of information. This year, the Gallery plans to implement a Twitter feed and possibly other social media platforms to communicate even more effectively with Gallery members and Senate staff.

Radio and Television Gallery

Members of the broadcast media have unique needs and equipment. The task of ensuring that the broadcast media's needs are met while the Senate's rules are followed falls largely to the staff of the Radio and Television Gallery. Gallery staff works closely with Senate staff and more than 3,900 credentialed members of the electronic media to facilitate coverage of Senate news events that occur in various locations throughout the Capitol and Senate office buildings. Gallery staff also assists in organizing equipment access as well as managing the broadcast technical infrastructure throughout the Senate campus.

In order to modernize its communication efforts, Gallery staff recently updated its Web site (<http://www.radiotv.senate.gov/>) to better organize information and incorporate social media tools such as Twitter and Facebook. As a result, the staff has been able to streamline communications and manage press demands more efficiently.

The Gallery also worked with the SAA Office of the Chief Information Officer to improve the press wireless system. Committee press secretaries appreciated this modern technical convenience, which aided in the press coverage of their hearings. Senate IT technicians placed additional wireless relays throughout the Gallery and improved connectivity speeds.

Updating the broadcast infrastructure of Senate committee hearing rooms and other news event locations throughout the Senate campus remained a priority for Gallery staff during the past year. Working with other partners, Gallery staff has nearly completed the upgrade of the broadcast infrastructure of the Senate hearing rooms. While most hearing rooms have been outfitted with new broadcast technology such as LED lights and fiber optic cables, other news event locations in the Capitol Building still need to be renovated. In addition to hearing room improvements, technical upgrades to the Senate "swamp" site in the North Legislative Egg supported news coverage of many events, including the Government shutdown in October 2013 and the Supreme Court's historic decision regarding the Defense of Marriage Act.

Radio and Television Gallery staff also assisted Senators in their regular use of the Gallery's studio that is located across from the Senate Chamber on the third floor of the Capitol. In 2013, the studio hosted several important news conferences, including such topics as the Government shutdown, raising the debt ceiling, proposed changes to healthcare legislation, and the bipartisan budget agreement. The studio's lighting system was recently renovated to LED lighting to accommodate digital broadcasting and to reduce energy costs; the cost of this upgrade was paid for entirely by the credentialed members of the Gallery through their annual dues. Discussions continued with respect to upgrading the studio's audio system and adding backdrops for conducting one-on-one interviews.

Internal Communications

The Office of Internal Communications (OIC) was created 2 years ago to streamline communication within the SAA organization and to the rest of the Senate community. OIC provides SAA employees and other members of the Senate community with timely, accurate, and useful information that highlights SAA services and furthers efficiency and effectiveness.

The office supports consolidated communications; better promotion and utilization of SAA services; and more clear, consistent and accurate organizational messages. OIC coordinates communication efforts through multiple channels—print, online and social media. The office created and continuously updates two important intranet sites: an SAA homepage on Webster accessible to the Senate community and the SAA community page accessible to SAA employees. These sites provide im-

portant information about campus safety and SAA services, as well as regular features that enhance community understanding and boost employee morale.

OIC also reviews and edits publications that are distributed from SAA offices to the Senate community and sends electronic Dear Colleague messages. The office has sent nearly 150 electronic Dear Colleague messages since the program began. OIC also manages and maintains the Notice system, and edits and distributes Notices to the Senate community. During 2013, the office sent nearly 500 Notices and reviewed hundreds of publications for content and grammar. OIC also publishes the SAA Source newsletter every other week for SAA employees.

Finally, like most other organizations, the SAA is using social media—Facebook and Twitter—to communicate with the Senate, our employees, and the public, and to receive feedback from them. Social media has become an important element of our everyday communications efforts and has been used successfully to disseminate information about traffic issues around the campus and Senate session information, as well as to highlight SAA services and employees and other useful information. Our Twitter account (@SenateSAA) has more than 5,500 followers and Facebook has garnered more than 1,600 “likes.”

The value of these social media platforms during emergencies was demonstrated on October 3, 2013, when gunshots were fired on the Capitol campus and the Senate sheltered in place. The SAA immediately pushed out a series of “Twitter Alerts”—special emergency messages that are highlighted in followers’ Twitter feeds and can also be sent as text messages to their mobile devices—alerting followers to the gunfire reports, providing direction on sheltering in place, updating the status, and eventually providing an “all clear.” The SAA was part of the initial roll-out of Twitter Alerts in September 2013, and our use of this function during the October gunfire incident has been recognized nationally as a best practice.

Additionally, the SAA social media team meets approximately every other month with communications staff from all of our partners on the Hill, including representatives from the Architect of the Capitol, Secretary of Senate, House of Representatives, Library of Congress, and many others. This inter-agency working group is supporting the dissemination and sharing of information and best practices in social media.

Lastly, OIC currently is crafting a survey to gather information on which of their communication efforts are working and what can be improved. This survey will be distributed first to SAA employees and eventually to the larger Senate community.

SENATE OFFICE OF EDUCATION AND TRAINING

The Senate Office of Education and Training provides training and development opportunities for Senate staff in Washington, DC, and the State offices. We continue to develop job-specific training and resources for Senate staff. Currently we are identifying the job skills required for each member and committee office job and creating a set of recommended classes to improve or learn those job skills. We are using a holistic view to make these recommendations. There are two branches within the office: Education and Training, and Health Promotion.

The Education and Training branch provides training for all Senate staff in areas such as management and leadership development; human resources management; legislative and staff information; new staff and intern orientation; and training support for approved software and equipment used in Washington, DC, and State offices. This branch also coordinates and provides major training events for state and DC staff.

Training and education are provided through instructor-led classes; one-on-one coaching sessions; specialized vendor-provided training; computer-based training; Webinars; video teleconferencing; informal training and support services; documentation, job aids and “quick cards.”

The Health Promotion branch provides seminars, classes, and screenings on health and wellness. This branch also coordinates an annual Health Fair for all Senate employees and plans blood drives throughout the year.

We successfully trained many offices in the Senate on the use of the new Watson Unified Conferencing and Jabber Telepresence. We used a variety of learning methods, including online, documentation, classroom, and individual coaching.

Our Learning Management System has over 3,000 staff accounts. This system provides Senate staff with a user-friendly method for finding and registering for training. It is part of our Education and Training resource suite, which provides a variety of means for staff to obtain the training and documentation they need.

We will continue to expand our online training options for Hill and State staff. We are rolling out an Online Leadership curriculum for Senate managers and continue to work with our training partners to provide just-in-time training.

Capitol Hill Training

The Office of Education and Training offered over 1,000 instructor-led and online classes and events in 2013, in which over 5,800 staff enrolled. This office's registration desk handled approximately 10,000 e-mail and phone requests for training and documentation.

We provided customized training to 121 offices for over 800 staff members. These sessions include conflict resolution, organizational development, strategic planning, Senate office systems training, and meeting facilitation. We also provided individual in-depth training to the Senate office system administrators and management coaching.

We coordinate the Aides for the Senators-Elect training and new office Admin Directors training after every election. This consists of eight sessions of 20–30 staff at each session. Once the Senators are sworn in, we coordinate another 10 session orientation series for the office managers, attended by 15–20 staff.

This office also coordinates the Senate's Intern Program. We provide training for intern coordinators as well as 10 orientation and training sessions for approximately 1,500 interns throughout the year. We work year round with the Intern Coordinators to provide training and support.

State Office Training

The Office of Education and Training provided learning opportunities to State offices for which over 300 State staff registered. Our office continues to offer conference-style networking and training opportunities. In 2013, 32 State staff attended the Virtual State Training Fair. We also presented the State Directors Forum and the Outreach Conference virtually. The 70 staff who attended these conferences selected to take part in 20 different virtual sessions. The Constituent Services Conference, held in DC, was attended by 42 State staff. Additionally, our office offers weekly video teleconferencing or Webinar classes just for State staff. Each of these offerings is attended by between 10–50 staff.

We provide 5,000 online self-paced-based training courses covering technical, performance, and language skills and an online research library of 19,900 publications. This allows staff in both DC and the States to take training at their convenience. This past year, 398 DC and State office staff registered and accessed 921 unique courses. During 2013, over 8,400 book pages had been accessed.

Health Promotion

In the Health Promotion area, 450 staff participated in health promotion activities, including lung function and kidney screenings, blood drives, and seminars on health-related topics. We also coordinate Weight Watchers, Yoga, and Pilates sessions using the revolving fund for health promotion.

Cost Saving Impacts

The Office of Education and Training has worked diligently to save money while continuing to offer a varied and robust training program. For example, we eliminated all printed announcements and calendars. We have expanded our offerings of VTC and Webinars to include State and DC. We continue to add self-paced training modules to our catalog to allow State and DC staff to learn at their own time and place. Our Learning Center, created by SAA staff, reduces the support costs of our commercially-purchased system and provides a superior product.

EMPLOYEE ASSISTANCE PROGRAM

Our Employee Assistance Program (EAP) continues to offer a variety of services to staff and their family members, Pages, and interns. In 2013, nearly 1 in 20 Senate employees utilized the services of an EAP counselor; 174 employees took a mental health online screening; 1,631 employees attended an EAP training activity; and 2,008 employees accessed resources for personalized information and referrals addressing childcare, parenting, adult care, aging, education, legal concerns, or financial issues.

Early problem recognition and referral is a critical component of the EAP. To that end, EAP counselors work closely with Senate managers and supervisors. Through presentations, handouts, and individual consultations, the EAP supports managers and supervisors who are addressing challenging employee or staff issues. In 2013, EAP consulted with 191 managers or supervisors.

An invaluable characteristic and goal of EAP services is to utilize outreach to effectively serve our client base. Working toward this goal in 2013, EAP initiated the electronic distribution of the quarterly EAP Focus newsletter through e-mail. In addition, the EAP continued to update and maintain materials on a wide array of mental health topics while offering a variety of time-sensitive and community-for-

cused training programs, including video teleconference programs for State offices. Last year, EAP also continued to hone, expand, and utilize the skills of the 32-member Senate Peer Support Team through a series of presentations, trainings, and informational lectures.

With regard to specific incidents in 2013, the EAP responded to a multitude of events, including the emotional needs and concerns that arose from those impacted by winter storms in the Northeast; devastating fires in Colorado; Boston Marathon bombings; Washington Navy Yard shooting tragedy; threatening mail incidents; the deaths of employees and the family members of employees; and employees and offices who requested support after other critical incidents.

APPENDIX A—FISCAL YEAR 2015 BUDGET REQUEST

Attachment I

FINANCIAL PLAN FOR FISCAL YEAR 2015

OFFICE OF THE SERGEANT AT ARMS—UNITED STATES SENATE

Executive Summary

[Dollar amounts in thousands]

	Fiscal Year 2014 Budget	Fiscal Year 2015 Request	Fiscal Year 2015 vs. Fiscal Year 2014	
			\$ Amount	% Incr/Decr
General Operations & Maintenance				
Salaries	\$68,000	\$71,000	\$3,000	4.4%
Expenses	\$76,735	\$76,142	(\$593)	– 0.8%
Total General Operations & Maintenance	\$144,735	\$147,142	\$2,407	1.7%
Mandated Allowances & Allotments	\$45,306	\$45,641	\$335	0.7%
Capital Investment	\$653	\$1,082	\$429	65.7%
Nondiscretionary Items	\$5,516	\$5,935	\$419	7.6%
Total	\$196,210	\$199,800	\$3,590	1.8%
Staffing	892	892	0	0.0%

To ensure that we provide the highest levels and quality of security, support services, and equipment, we submit a fiscal year 2015 budget request of \$199,800,000, an increase of \$3,590,000 or 1.8 percent compared to fiscal year 2014. The salary budget request is \$71,000,000, an increase of \$3,000,000 or 4.4 percent, and the expense budget request is \$128,800,000, an increase of \$590,000 or 0.5 percent. The staffing request remains at 892.

We present our budget in four categories: General Operations and Maintenance (Salaries and Expenses), Mandated Allowances and Allotments, Capital Investment, and Nondiscretionary Items.

- The general operations and maintenance salaries budget request is \$71,000,000, an increase of \$3,000,000 or 4.4 percent compared to fiscal year 2014.
- The general operations and maintenance expenses budget request for existing services is \$76,142,000, a decrease of \$593,000 or 0.8 percent compared to fiscal year 2014.
- The mandated allowances and allotments budget request is \$45,641,000, an increase of \$335,000 or 0.7 percent compared to fiscal year 2014. This budget supports State office rents, \$21,552,000; purchase of computer and office equipment, \$10,118,000; voice and data communications for Washington, DC, and State offices, \$7,263,000; procurement and maintenance of member office constituent services systems, \$3,686,000; wireless services and equipment, \$1,177,000; and State office security enhancements, \$1,472,000.
- The capital investments budget request is \$1,082,000, an increase of \$429,000 or 65.7 percent. This budget is for data networking initiatives and expansions.
- The nondiscretionary items budget request is \$5,935,000, an increase of \$419,000 or 7.6 percent compared to fiscal year 2014. The request funds projects that support the Secretary of the Senate: contract maintenance for the Financial Management Information System, \$2,777,000; support for the payroll system, \$2,628,000; and maintenance and necessary enhancements to the Legislative Information System, \$530,000.

Senator SHAHEEN. Thank you.

U.S. SENATE

OFFICE OF THE SECRETARY

**STATEMENT OF HON. NANCY ERICKSON, SECRETARY OF THE SENATE,
WASHINGTON, DC**

Senator SHAHEEN. Ms. Erickson.

Ms. ERICKSON. Chairman Shaheen, Senator Hoeven, this past year has presented many challenges for the offices within the purview of the Secretary of the Senate.

From the Disbursing Office that developed a new payroll system, implemented a new healthcare law under a very tight schedule, and ensured timely paychecks when the Government reopened after the shutdown, to our legislative clerks and the legislative support staff, who worked around the clock for 48-plus hours to support the Senate floor, all of the Secretary's staff are a credit to this institution. And I continue to admire their grace and resiliency in meeting new challenges.

Since you've asked us to limit our statements, I ask that my written statement and Department reports be submitted for the record.

With the exception of a potential cost-of-living increase for our employees, my budget request of \$31,169,000 for fiscal year 2015 would hold outlays to current fiscal year 2014 levels. To put my operating budget request in perspective, it is lower than our appropriation when I became Secretary in 2007.

In short, I'd like to highlight several of our departments:

Meeting a January 2014 statutory deadline, the Office of Public Records, partnering with the Sergeant at Arms and the Ethics Committee, launched an electronic filing system for members and staff to file financial disclosure reports as well as periodic transaction reports. Our office takes seriously its many education responsibilities, and, in a cost-effective manner, substantially increased training to staff located in State offices by our Senate Library and Senate Chief Counsel for Employment.

Senate history also became more social with the debut of a Twitter account, expanding the audience for Senate history. The daily tweets help raise awareness of the considerable resources available on Senate.gov to students, teachers, researchers, reporters, and the public.

One hundred fifty-five years ago, the Senate moved into its current chamber. The Office of the Senate Curator has launched a program to improve the preservation of the Senate chamber desks, which include 48 of the mahogany desks made by Thomas Constantine after the old Senate chamber was destroyed by fire in 1814.

January 22nd of this year marked the 10th anniversary of the introduction of the first Senate bill composed using LEXA. LEXA

is the system used by the Senate's Legislative Counsel and committees like Appropriations to author, print, display, and share legislative documents with Senate and House clerks, the Government Printing Office, and the Library of Congress. LEXA has proven to be an example of a highly successful government IT program, and the Senate is fortunate to rely on our small and very smart Legislative Information System Office to provide the technical expertise that built and supports this system.

I'm proud of another small legislative office, its staff members rarely seen on the Senate floor. For 20 years, our Office of Captioning Services has provided realtime captioning of legislative proceedings for the deaf and hard of hearing. The office has achieved an impressive accuracy level of 99 percent.

Finally, given the reality that an updated Riddick's publication could be years away, our Parliamentarian staff, with the help of our Web Technology staff, are developing an online precedents database. While it will be a continuous work in progress, tackling thousands of precedents, I'm confident it will be a valuable supplement to Riddick's for members and staff.

PREPARED STATEMENT

Our office said farewell to several colleagues who retired after long careers with the Office of the Secretary. We're grateful for their hard work, high standards of excellence, and mentoring of staff. We are a better organization because of their contributions, and we look forward to another year of serving this great institution.

Thank you.

[The statement follows:]

PREPARED STATEMENT OF HON. NANCY ERICKSON

Chairman Shaheen, Senator Hoeven, members of the subcommittee, this past fiscal year has presented many challenges for the offices within the purview of the Secretary of the Senate. From the Disbursing Office that developed a new payroll system, implemented a new healthcare law under a very tight schedule, and ensured timely paychecks when the Government reopened, to our legislative clerks and the legislative support staff who worked around the clock for 48 plus hours to support the Senate Floor, all of the Secretary's staff are a credit to this institution, and I continue to admire their grace and resiliency.

It is with pride in the work of our staff and our historic role in providing legislative, financial and administrative support to the Senate since 1789 that I present testimony on behalf of the Office of the Secretary of the Senate.

I am requesting a fiscal year 2015 budget of \$31,169,000. The request includes \$24,919,000 for salaries, which reflects a potential \$395,000 increase for a cost-of-living adjustment for our employees. The remainder of the budget request, \$1,900,000 for operating expenses for our legislative, financial and administrative departments and \$4,350,000 to fund the research and news services provided to the Senate community through the Senate Information Services (SIS) program, would hold outlays to current fiscal year 2014 levels.

My testimony is a snapshot of the work carried out by the professional staff within the 26 departments in the Office of the Secretary, and I ask that my written statement and our department reports be submitted to the record.

During sequestration, our Senate Librarian worked with vendors to continue providing online research services to Senate offices at reduced rates. Funding limitations reduced access to one research service, a change that generated numerous complaints from our Senate clients. We were pleased that the fiscal year 2014 appropriation allowed us to restore full access. Notably, the fiscal year 2014 appropriation was the first increase for the SIS program since our office assumed responsibility for the program in 2011. SIS funding should be protected by a fiscal firewall to ensure transparency.

With the launch of the new payroll system, our Disbursing Office staff members are turning their attention to the eventual replacement of the Financial Management Information System (FMIS), the core accounting system that supports all Senate offices. Staff has started gathering requirements for a new system, as well as drafting a business plan that will be shared with the committee for possible phased implementation over the next several years.

Meeting the January 2014 statutory deadline, the Office of Public Records (OPR), partnering with the Sergeant at Arms (SAA) and the Senate Ethics Committee, launched an electronic filing system for members and staff to file financial disclosure reports due in May, as well as periodic transaction reports. OPR also received over 113,500 electronically filed lobbying registrations and reports and copied, scanned, indexed and transmitted 4,882 campaign reports, containing over 490,000 pages, up 110,000 from the previous year, to the Federal Election Commission (FEC) within the 48 hours required by law.

Our Office takes seriously its many education responsibilities, and in a cost-effective manner, substantively increased training webinars provided to Senate offices' State-based staff by our Senate Library and our Senate Chief Counsel for Employment. Library training class attendance was up 4 percent this year, despite the fact that many classes were cancelled during the Government shutdown. Senate history also became more social with the debut of a Twitter account, expanding the audience for marking Senate events and milestones. The daily tweets help raise awareness of the considerable resources available on Senate.gov to students, teachers, researchers, reporters and the public. There are roughly 36,500 daily visits to Senate.gov, which is managed by our Office of Web Technology.

One hundred and fifty-five years ago, the Senate moved into its current chamber. The office of Senate Curator has launched a program to improve the preservation of the Senate Chamber desks, which include 48 of the mahogany desks made by Thomas Constantine after the Old Senate Chamber was destroyed by fire in 1814, as well as other historic furnishings in the Senate's public and ceremonial spaces.

Speaking of history, the Stationery Room has identified a way to achieve possible cost savings by amending an 1815 law that requires the procurement of stationery products through sealed bids from one or more newspaper advertisements. Advertising on FedBizOpps.gov and using the GSA Schedule could increase competition and lower some stationery product costs for our customers. The Stationery Room also increased efficiency and reduced costs by posting monthly account statements on TranSAAct, the online business services portal used by Senate offices.

January 22 of this year marked the 10th anniversary of the introduction of the first Senate bill composed using LEXA. LEXA is a system used by the Senate's Legislative Counsel and committees, like Appropriations, to author, print, display and share legislative documents with Senate and House legislative clerks, the Government Printing Office and the Library of Congress. LEXA has proven to be an example of a highly successful Government IT program, and the Senate is fortunate to rely on our small and very smart Legislative Information System (LIS) office to provide the technical expertise that built and supports the system.

I'm proud of another small legislative office, its staff members rarely seen on the Senate Floor. For 20 years, our Office of Captioning Services has provided real-time captioning of legislative proceedings for the deaf and hard-of-hearing. The office has achieved an impressive accuracy level of 99 percent. This year, they will launch new digital captioning software that will be more user-friendly for staff that relies on the real-time closed-caption log.

Finally, given the reality that an updated *Riddick's* publication could be years away, our Parliamentarian staff, with the help of our Web Technology staff, are developing an online precedents database. While it will be a continuous work in progress, tackling thousands of precedents, I'm confident it will be a valuable supplement to *Riddick's* for members and staff.

Our Office has said farewell to several colleagues who retired after long careers with the Office of the Secretary. We are grateful for their hard work, high standards of excellence and mentoring of staff. We are a better organization because of their contributions, and we look forward to another year of serving this great institution.

OFFICE OF THE SECRETARY OF THE SENATE DEPARTMENT REPORTS

PRESENTING THE FISCAL YEAR 2015 BUDGET REQUEST

I am requesting a total fiscal year 2015 budget of \$31,169,000. The request includes \$24,919,000 in salary costs and \$6,250,000 for the operating budget of the Office of the Secretary. The salary budget represents an increase of \$395,000 over

the fiscal year 2014 budget as a result of the costs associated with the annual cost of living adjustment. In addition, the operating budget for the administration of Senate Information Services Program (SIS) that was assumed by this office in 2011 has not changed and remains at \$4,350,000.

OFFICE OF THE SECRETARY APPORTIONMENT SCHEDULE

Items	Amount available fiscal year 2014	Budget estimates fiscal year 2015	Difference
Departmental operating budget:			
Executive office	\$500,000	\$500,000
Administrative services	5,601,600	5,601,600
Legislative services	148,400	148,400
Total operating budget	6,250,000	6,250,000

IMPLEMENTING MANDATED SYSTEMS

Two systems critical to our operation are mandated by law, the Financial Management Information System (FMIS) and the Legislative Information System (LIS), and I would like to spend a few moments on each to highlight recent progress and to thank the committee for your ongoing support of both.

Financial Management Information System

The Financial Management Information System is used by approximately 140 Senate offices. Consistent with our strategic plan, the Disbursing Office continues to modernize processes and applications to meet the continued demand by Senate offices for efficiency, accountability, and ease of use. Our goals are to move to an integrated, paperless voucher system, improve the Web FMIS system, and make payroll and accounting system improvements or replacements.

During fiscal year 2013, specific progress made on the FMIS project included several releases and upgrades of Web FMIS:

- FMIS 2013.2 (March 2013): corrected over 100 user-reported defects primarily associated with procurement functions, incorporated pilot user feedback for new expense summary report (ESR), and consolidated Web FMIS and Web PICS applications; and
- FMIS 2013.2.1 through FMIS 2013.2.7 (May–November 2013): implemented performance enhancements, platform upgrades, and defect corrections related to imaging functionality to facilitate continued Senate-wide rollout of paperless workflow.

In addition, work continued related to document imaging and electronic signatures in FMIS, as required by the imaging task order as follows:

- Phase 1: imaging-only pilot (completed in 2011);
- Phase 2: office imaging and signatures pilot (completed in 2012); full rollout beginning with new offices (seven offices implemented in 2012 and an additional 35 offices implemented and full rollout to Disbursing's accounts payable and accounting staff completed in 2013); and
- Phase 3: planning and development to support imaging and signatures for Sergeant at Arms (SAA) and staffer users (in progress).

During 2013, the Disbursing Office worked with the SAA to extend the life of existing FMIS applications to ensure ongoing support of Senate business processes given limited fiscal resources. IT worked collaboratively with these organizations to:

- Achieve cost savings to continuously improve the Senate's ability to make application changes without the need for software releases, saving significant application development dollars;
- Prepare for a continuity of operations situation and perform a failover and fallback of financial data as part of the year's financial systems disaster recovery exercise;
- Improve customer service to the Senate community by supporting over 4,000 active FMIS users and continue to improve FMIS applications; and
- Be more environmentally responsible by advancing towards a paperless financial system through the system-wide rollout of imaging and digital signatures.

Since March 2012, the Disbursing Office, the SAA, and the new systems integrator have worked together to implement the new Senate payroll system (SPS). The initial phase was to implement functions for processing payroll and managing Senate office budgets and payroll projections. The second phase will implement a pilot test for self-service applications which will allow Senate employees to enter

and change certain personal data and benefits selections. The third phase will replace the current Senate Office Personnel System (SOPS).

After several months of parallel testing, the first phase and the transition to the new system was completed in September 2013 and went as smoothly as possible. Post-go-live testing continued and minor fixes to data, programming, and processes were worked on by all groups involved. Phase II is in the planning stages and will start soon after all major issues identified during the original implementation have been resolved.

During the remainder of fiscal year 2014 and beyond, the following FMIS activities are anticipated:

- Imaging and digital signatures: Continue with Senate-wide rollout of imaging and digital signatures for the remaining offices and committees, implementation of imaging and digital signatures for SAA, and development of imaging to support staffers creating online ESRs;
- FMIS streamlining and modernization: Implement multiple infrastructure upgrades to extend the life of FMIS applications and enhance system performance;
- FMIS releases: Implement two FMIS releases in April and November;
- Disaster recovery: Conduct multi-day test of FMIS failover and failback;
- Strategic planning: Document requirements for future FMIS needs;
- Payroll system: Continue to document incidents and test system fixes, software updates, and new functionality; and
- Treasury reporting requirements: Implement required changes necessary to support Treasury's Payment Information Repository (PIR) initiative.

As part of our strategic planning, we continue to prioritize requirements to extend the life of existing FMIS applications and their platforms to allow time to develop a phased approach and to budget for the replacement of the various components of the financial system to reduce the Senate's total cost of ownership over time. This strategy is designed to enable the high efficiency in financial management operations while reducing cost, increasing business agility, and providing the Senate with an integrated, auditable, and paperless financial system that enables the various Senate user groups to achieve their business objectives in a timely, effective, and secure manner.

Legislative Information System

The LIS Project Office continued to provide support to the SLC; the Committee on Appropriations; the Committee on Commerce, Science, and Transportation; and the Senate Enrolling Clerk in their use of LEXA for drafting, engrossing, and enrolling. With the addition of the Commerce Committee drafters, all measures in the first session of the 113th Congress were produced in XML. Enhancements to LEXA in the past year included additional table templates, improvements specific to Appropriations Committee drafters, and additional printing formats for the enrolling clerks to produce printed-as-passed bills.

The LIS Project Office has been working with staff from the GPO and the Legislative Computer Systems (LCS) in the Office of the House Clerk to create and print committee reports in XML. Two other group projects with the GPO and LCS include participants from the Law Revision Counsel and the Senate and House Legislative Counsels. The first project with the Law Revision Counsel will result in applications to convert and maintain the U.S. Code in an XML format. The second project with the Legislative Counsels continues work toward the editing and printing of the compilations of existing law in their XML format.

LEGISLATIVE OFFICES

The Legislative Department provides support essential to Senators in carrying out their daily chamber activities as well as the constitutional responsibilities of the Senate. The Legislative Clerk sits at the Secretary's desk in the Senate Chamber and reads aloud bills, amendments, the *Senate Journal*, Presidential messages, and other such materials when so directed by the presiding officer of the Senate. The Legislative Clerk calls the roll of members to establish the presence of a quorum and to record and tally all yea and nay votes. The office staff prepares the *Senate Calendar of Business*, published each day that the Senate is in session, and prepares additional publications relating to Senate class membership and committee and subcommittee assignments. The Legislative Clerk maintains the official copy of all measures pending before the Senate and must incorporate into those measures any amendments that are agreed to. This office retains custody of official messages received from the House of Representatives and conference reports awaiting action by the Senate. The office staff is responsible for verifying the accuracy of informa-

tion entered into the Legislative Information System (LIS) by the various offices of the Secretary.

Additionally, the Legislative Clerk acts as supervisor for the Legislative Department, responsible for overall coordination, supervision, scheduling, and cross-training. The department consists of eight offices: Bill Clerk, Captioning Services, Daily Digest, Enrolling Clerk, Executive Clerk, Journal Clerk, Legislative Clerk, and Official Reporters of Debates.

Summary of Activity

The Senate completed its legislative business and adjourned on January 3, 2014. During the first session of the 113th Congress, the Senate was in session 156 days and conducted 291 roll call votes. There were 221 measures reported from committees with 117 measures having a written report and 14 special reports submitted to the Senate. There were 356 total measures passed or agreed to, of which 73 were enacted into law. In addition, there were 2,602 amendments submitted to the desk.

Cross-Training and Continuity of Operations (COOP) Planning

Recognizing the importance of planning for the continuity of Senate business, under both normal and possibly extenuating circumstances, cross-training continues to be strongly emphasized among the Secretary's legislative staff. To ensure additional staff are trained to perform the basic floor responsibilities of the Legislative Clerk, as well as the various other floor-related responsibilities of the Secretary, approximately half of the legislative staff are currently involved or have recently been involved in cross-training.

Each office and staff within the Legislative Department participated in numerous ongoing COOP discussions and exercises throughout the past year. These discussions and exercises are a joint effort involving the Office of the Secretary, the party secretaries, the U.S. Capitol Police, the Government Printing Office, and the Office of the Sergeant at Arms.

Succession Planning

The average length of Senate service among the Secretary's Legislative Department supervisors is 23 years. It is critical that the Secretary's Legislative Department attract and keep talented employees, especially the second tier of employees just behind the current supervisors, because of the unique nature of the Senate as a legislative institution. Institutional experience and knowledge are extremely valuable.

BILL CLERK

The Office of the Bill Clerk collects and records data on the legislative activity of the Senate, which becomes the historical record of official Senate business. The Bill Clerk's Office keeps this information in its handwritten files and ledgers and also enters it into the Senate's automated retrieval system so that it is available to all House and Senate offices via the Legislative Information System (LIS). The Bill Clerk records actions of the Senate with regard to bills, resolutions, reports, amendments, cosponsors, public law numbers, and recorded votes. The Bill Clerk is responsible for preparing for print all measures introduced, received, submitted, and reported in the Senate. The Bill Clerk also assigns numbers to all Senate bills and resolutions. All the information received in this office comes directly from the Senate floor in written form within moments of the action involved, so the Bill Clerk's Office is generally regarded as the most timely and most accurate source of legislative information.

Legislative Activity

For comparative purposes, below is a summary of the first sessions of the 112th and 113th Congresses:

SUMMARY OF THE FIRST SESSIONS OF THE 112TH AND 113TH CONGRESSES

	112th Congress—1st Session	113th Congress—1st Session
Senate Bills	1,685	1,894
Senate Joint Resolutions	18	29
Senate Concurrent Resolutions	32	30
Senate Resolutions	279	327
Amendments Submitted	1,983	2,602
House Bills	299	204
House Joint Resolutions	4	16

SUMMARY OF THE FIRST SESSIONS OF THE 112TH AND 113TH CONGRESSES—Continued

	112th Congress—1st Session	113th Congress—1st Session
House Concurrent Resolutions	18	16
Measures Reported	224	221
Written Reports	136	131
Total Legislation	4,678	5,470
Roll Call Votes	235	291
House Messages	205	198
Cosponsor Requests	6,621	6,193

Assistance from the Government Printing Office (GPO)

The Bill Clerk's Office maintains an exceptionally good working relationship with the Government Printing Office (GPO) and seeks to provide the best service possible to meet the needs of the Senate. GPO continues to respond in a timely manner to the Secretary's request, through the Bill Clerk's Office, for the printing of bills and reports, including the expedited printing of priority matters for the Senate Chamber.

CAPTIONING SERVICES

The Office of Captioning Services provides realtime captioning of Senate floor proceedings for the deaf and hard-of-hearing and unofficial electronic transcripts of Senate floor proceedings to Senate offices on Webster.

General Overview

Captioning Services strives to provide the highest quality closed captions and is comprised of some of the most seasoned and respected captioners in the industry. The overall accuracy average rate for the Office is a stellar 99.6 percent. This marks the 20th year in a row the Office has achieved an accuracy level above 99 percent. Overall caption quality is monitored through daily translation data reports, monitoring of captions in real-time, and review of caption files on Webster. In an effort to decrease paper consumption and printing costs, accuracy reviews and reports were mostly completed and archived in electronic form. Also, newspaper and magazine subscriptions used for preparation and research were cancelled to achieve added cost savings and replaced with already available electronic copies.

The realtime searchable closed caption log, available to Senate offices on Webster, continues to be an invaluable tool for the entire Senate community. Staff from the floor, cloakrooms, Senate Recording Studio (SRS), and member offices continue to depend upon its availability, reliability, and contents to help them in the performance of their duties. In conjunction with the SRS, a complete overhaul of the caption log was designed in 2012–2013. Roll-out of this new digital version of the software is anticipated in 2014.

Continuity of Operations (COOP) Planning

In support of the Office of the Secretary's commitment to COOP, emergency planning and preparation continue to be a top priority for the Office of Captioning Services to ensure the office is prepared and confident about the ability to relocate and successfully function from multiple locations in the event of an emergency. Real-world implementation of the plan successfully occurred twice in 2012. As is usually the case during emergencies, the plan's strengths and flaws were identified and changes have been made and implemented. In 2013, the office began testing one of its COOP relocation sites on a weekly basis. This has proved an invaluable tool for the entire staff to gain confidence in their individual ability to get up and running quickly and accurately in an emergency.

Continual updates and review of the COOP plan, as well as group discussion throughout the year, prepare individuals to have confidence when called upon to execute multiple aspects of the plan. In addition, the office participates with the SRS in two off-site COOP exercises annually by conducting emergency notification tests and testing laptop remote access procedures.

DAILY DIGEST

The Office of the Senate Daily Digest is pleased to transmit its annual report on Senate activities during the first session of the 113th Congress.

Chamber Activity

The Senate was in session a total of 156 days, for a total of 1,095 hours and 12 minutes, with 291 recorded votes (see the chart on the next page).

20-YEAR COMPARISON OF SENATE LEGISLATIVE ACTIVITY

	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Senate Convened	1/25	1/4	1/3	1/3	1/27	1/6	1/24	1/3	1/23	1/7	1/20	1/4	1/3	1/4	1/3	1/6	1/5	1/3	1/3	1/3
Senate Adjourned	12/1	1/3/96	10/4	11/13	10/21	11/19	12/15	12/20	11/20	12/9	12/8	12/22	12/9	12/31	1/2/09	12/24	12/22	1/3/12	1/3/13	1/3/14
Days in Session	138	211	132	153	143	162	141	173	149	167	133	159	138	189	184	191	158	170	153	156
Hours in Session	1,243/33	1,839/10	1,036/45	1,093/07	1,095/05	1,183/57	1,017/51	1,236/15	1,043/23	1,454/05	1,031/31	1,222/26	1,027/48	1,375/54	988/31	1,420/39	1,074/40	1,101/44	938/12	1,095/12
Average Hours per Day	9.0	8.7	7.8	7.1	7.7	7.3	7.2	7.1	7.0	8.7	7.7	7.7	7.4	7.2	5.37	7.44	6.8	6.5	6.1	7.0
Total Measures Passed	465	346	476	386	506	549	696	425	523	590	663	624	635	621	589	478	569	402	479	356
Roll Call Votes	329	613	306	298	314	374	298	380	253	459	216	366	279	442	215	397	299	235	251	291
Quorum Calls	6	3	2	6	4	7	6	3	2	3	1	3	1	6	3	3	8	5	0	13
Public Laws	255	88	245	153	241	170	410	136	241	198	300	169	313	180	280	125	258	90	193	73
Treaties Ratified	8	10	28	15	53	13	39	3	17	11	15	6	14	8	30	1	6	2	0	0
Nominations Confirmed	37,446	40,535	33,176	25,576	20,302	22,468	22,512	25,091	23,633	21,580	24,420	25,942	29,603	22,892	21,785	23,051	23,327	19,815	24,295	17,328
Average Voting Attendance	97.02	98.07	98.22	98.68	97.47	98.02	96.99	98.29	96.36	96.07	95.54	97.41	97.13	94.99	94.36	96.99	95.88	97.08	96.65	97.31
Sessions Convened Before 12 Noon	120	184	113	115	109	118	107	140	119	133	104	121	110	156	147	148	116	127	106	107
Sessions Convened at 12 Noon	9	2	15	12	31	17	25	10	12	4	9	1	4	4	4	2	6	4	6	6
Sessions Convened after 12 Noon	17	12	7	7	2	19	24	21	23	23	21	36	24	32	33	41	36	39	40	39
Sessions Continued after 6 p.m.	100	158	88	96	93	113	94	108	103	134	129	120	129	144	110	152	116	120	101	111
Sessions Continued after 12 Midnight	3	1	0	0	0	0	2	3	8	2	3	3	4	4	2	2	1	1	3	7
Saturday Sessions	3	5	1	1	1	3	1	3	0	1	2	2	2	1	3	5	2	2	0	2
Sunday Sessions	0	3	0	1	0	0	1	0	0	1	1	1	0	1	1	4	1	1	1	2

Prepared by the Senate Daily Digest—Office of the Secretary—01/27/14

Committee Activity

Senate committees held a total of 831 meetings during the first session of the 113th Congress, as contrasted with 649 meetings during the second session of the 112th Congress.

All hearings and business meetings (including joint meetings and conferences) are scheduled through the Office of the Senate Daily Digest and are published in the *Congressional Record*, on the Digest's website on Senate.gov, and in Legislative Information System (LIS). Meeting outcomes are also published by the Daily Digest in the *Congressional Record* each day and continuously updated on the website.

Computer Activities

This past year, the Digest staff worked closely with Senate computer staff to refine to the Daily Digest Scheduler application (LIS/DDS), which will improve the data entry process and help to make the Daily Digest Scheduler public reports (css.senate.gov) more user friendly. The Digest office continues to electronically transmit the complete publication at the end of each day to the Government Printing Office.

ENROLLING CLERK

The enrolling clerks prepare, proofread, correct, input amendments, and print all legislation passed by the Senate prior to its transmittal to the House of Representatives, the National Archives, the Secretary of State, the United States Claims Court, and the White House.

During the first session of the 113th Congress, the office prepared the enrollment of 16 Senate bills (transmitted to the President), 13 Senate concurrent resolutions (transmitted to the National Archives), and 118 Senate appointments (transmitted to the House of Representatives). In addition, 49 House of Representatives bills, 14 House concurrent resolutions, and 2 House joint resolutions were enrolled; prior to passage, some were amended or acted on in the Senate requiring the Enrolling Clerk's Office to work the amendments in a tightly managed schedule before messaging the legislation to the House of Representatives for further action. In all, there were 73 messages delivered to the House Clerk's office and 37 to the House Chamber by the Enrolling Clerk's Office relative to Senate action and passage of legislation. The office also handled the delivery to the House Clerk's Office of 39 House enrolled bills and 2 House enrolled joint resolutions after they had been signed by the President pro tempore, as customary.

A total of 356 pieces of legislation were passed or agreed to by the Senate during the first session of the 113th Congress, including 57 House bills, 2 House joint resolutions, and 14 House concurrent resolutions. Four Senate bills were placed on the calendar, all of which were processed in the Enrolling Clerk's office, including the Senate engrossment of 57 Senate bills, 16 concurrent resolutions, and 210 simple resolutions, 6 of which were sent to the House of Representatives. The Enrolling Clerk's Office keeps the original official copies of bills, resolutions, and appointments from the Senate floor through the end of each Congress.

The Senate Enrolling Clerk's Office is also responsible for transmitting the original files of all Senate bills and resolutions engrossed and enrolled in the Senate to the Government Printing Office (GPO).

Continuity of Operations (COOP) Planning

Enrolling Clerk staff participated in two COOP exercises, testing the office's ability to prepare legislation for engrossment and enrollment, as well as connectivity with GPO. In addition, a GPO detailee trained with the Enrolling Clerk's office to provide backup should a COOP event occur.

EXECUTIVE CLERK

The Executive Clerk prepares an accurate record of actions taken by the Senate during executive sessions (proceedings on nominations and treaties), which is published as the *Journal of the Executive Proceedings of the Senate* at the end of each session of Congress. The Executive Clerk also prepares the daily *Executive Calendar*, as well as all nomination and treaty resolutions for transmittal to the President. Additionally, the Executive Clerk's Office processes all executive communications, Presidential messages, and petitions and memorials.

Nominations

During the first session of the 113th Congress, there were 1,048 nomination messages sent to the Senate by the President, transmitting 19,074 nominations to positions requiring Senate confirmation and 11 messages withdrawing nominations. Of the total nominations transmitted, 489 were for civilian positions other than lists

in the Foreign Service, Coast Guard, National Oceanic and Atmospheric Administration, and Public Health Service. In addition, there were 1,737 nominees in the “civilian list” categories named above. Military nominations received this session totaled 16,848 (5,479—Air Force; 6,726—Army; 3,881—Navy; and 762—Marine Corps). The Senate confirmed 17,328 nominations this session. Pursuant to the provisions of paragraph six of Senate Rule XXXI, 153 nominations were returned to the President during the first session of the 113th Congress.

Treaties

There were three treaties transmitted to the Senate by the President during the first session of the 113th Congress for its advice and consent to ratification, which were ordered printed as treaty documents for the use of the Senate (Treaty Doc. 113–1 through 113–3).

The Senate did not give its advice and consent to any treaty during the first session.

Executive Reports and Roll Call Votes

There were no executive reports relating to a treaty ordered printed for the use of the Senate during the first session of the 113th Congress. The Senate conducted 108 roll call votes in executive session, all on or in relation to nominations and treaties.

Executive Communications

For the first session of the 113th Congress, 4,147 executive communications, 165 petitions and memorials, and 25 Presidential messages were received and processed.

Continuity of Operations (COOP) Planning

COOP planning continues to be a priority in the Executive Clerk’s Office. The office participates in annual COOP exercises, cross-trains with other offices in the Secretary’s legislative staff, and maintains and accesses electronic files and emails on secure network servers backed up remotely.

JOURNAL CLERK

The Journal Clerk takes notes of the daily legislative proceedings of the Senate in the “Minute Book” and prepares a history of bills and resolutions for the printed *Journal of the Proceedings of the Senate*, or *Senate Journal*, as required by Article I, section V of the Constitution. The content of the *Senate Journal* is governed by Senate Rule IV and is approved by the Senate on a daily basis. The *Senate Journal* is published each calendar year.

The *Journal* staff members take 90-minute turns at the rostrum in the Senate Chamber, noting the following by hand for inclusion in the Minute Book: (i) all orders (entered into by the Senate through unanimous consent agreements), (ii) legislative messages received from the President of the United States, (iii) messages from the House of Representatives, (iv) legislative actions as taken by the Senate (including motions made by senators, points of order raised, and roll call votes taken), (v) amendments submitted and proposed for consideration, (vi) bills and joint resolutions introduced, and (vii) concurrent and Senate resolutions as submitted. These notes of the proceedings are then compiled in electronic form for eventual publication of the *Senate Journal* at the end of each calendar year. Compilation is efficiently accomplished through utilization of the LIS Senate Journal Authoring System. The *Senate Journal* is published each calendar year, and in 2013, the Journal Clerk completed the production of the 845-page 2012 volume. It is anticipated that work on the 2013 volume will conclude by October 2014.

Continuity of Operations (COOP) Planning

In 2013, in support of the Office of the Secretary’s commitment to COOP programs, the Office of the Journal Clerk team participated in annual emergency preparedness exercises. Additionally, monthly tests of emergency notification and laptop remote access procedures are conducted, permitting office function during possible emergencies. The Journal Clerk continued the established practice of scanning the daily Minute Book pages into a secure directory. The files are also copied onto a flash drive storage device weekly and transported off-site each night. Although the actual Minute Books for each session of a Congress are sent to the National Archives a year following the end of a Congress, having easily accessible files, both on a remote server and on a portable storage device, will ensure timely reconstitution of the Minute Book data in the event of damage to, or destruction of, the physical Minute Book.

Cost Savings

In 2013, the Office of the Journal Clerk continued efforts to reduce its already conservative consumption of paper used in a traditionally paper-driven office. Reduced consumption of paper resulted from reduction in printing of draft copies of work product as updated. Additionally, the office increased reuse of previously printed-on paper by printing draft documents on both sides.

OFFICIAL REPORTERS OF DEBATES

The Office of the Official Reporters of Debates is responsible for the stenographic reporting, transcribing, and editing of the Senate floor proceedings for publication in the *Congressional Record*. The Chief Reporter acts as the editor-in-chief and the Coordinator functions as the technical production manager of the Senate portion of the *Record*. The office interacts with Senate personnel on additional materials to be included in the *Record*.

When the Senate is in session, electronic and paper transcript delivery to the Government Printing Office (GPO) begins in the early evening, and the last delivery occurs approximately 2 hours after the Senate adjourns or recesses. The year 2013 was the sixth year of the online *Record* correction process available only to the offices of the Secretary. This procedure has allowed for the up-to-date correction of miscellaneous errors caused by personnel of the Secretary or GPO. The number of errors corrected online has continued to be intermittent and minor in almost every instance. Errors in need of immediate attention are fixed in coordination with GPO on an expedited basis.

Cost Savings

To save on printing costs and duplication, the printing of unamended Senate resolutions and concurrent resolutions is now only shown in one portion of the *Record*.

PARLIAMENTARIAN

The Office of the Parliamentarian continues to perform its essential institutional responsibilities to act as a neutral arbiter among all parties with an interest in the legislative process. These responsibilities include advising the chair and Senators and their staff, as well as committee staff, House members and their staffs, administration officials, the media, and members of the general public, on all matters requiring an interpretation of the Standing Rules of the Senate, the precedents of the Senate, and unanimous consent agreements, as well as provisions of public law affecting the proceedings of the Senate.

The parliamentarians work in close cooperation with the Senate leadership and their floor staffs in coordinating all of the business on the Senate floor. The Parliamentarian or one of her assistants is always present on the Senate floor when the Senate is in session, ready to assist the presiding officer in his or her official duties, as well as to assist any other Senator on procedural matters. The Parliamentarians work closely with the staff of the Vice President of the United States and the Vice President himself whenever he performs his duties as President of the Senate.

The Parliamentarians monitor all proceedings on the floor of the Senate, advise the presiding officer on the competing rights of the senators on the floor, and advise all Senators as to what is appropriate in debate. The Parliamentarians keep track of time on the floor of the Senate when time is limited or controlled under the provisions of time agreements, statutes, or standing orders. The Parliamentarians keep track of the amendments offered to the legislation pending on the Senate floor and monitor them for points of order. In this respect, the Parliamentarians reviewed nearly 3,000 amendments during 2013, nearly half of those in the days during which the Senate considered a concurrent resolution on the budget, to determine if they met various procedural requirements such as germaneness.

The Office of the Parliamentarian is responsible for the referral to the appropriate committees of all legislation introduced in the Senate and all legislation received from the House, as well as all communications received from the executive branch, State and local governments, and private citizens. In order to perform this responsibility, the Parliamentarians do extensive legal and legislative research. During 2013, the Parliamentarian and her assistants referred 2,168 measures and 4,338 communications to the appropriate Senate committees. The office worked extensively with Senators and their staffs to advise them of the jurisdictional consequences of countless drafts of legislation, and evaluated the jurisdictional effect of proposed modifications in drafting. In 2013 as in the past, the Parliamentarians conducted several briefings on Senate procedure to various groups of Senate staff and visiting international parliamentary staff on a nonpartisan basis.

Following the Presidential and Senate elections in 2012, the Parliamentarian's Office was heavily involved in the processing of certificates of election and appointment for Senators in the class of 2013 and with the processing of certificates of vote and ascertainment for the election of the President and Vice President of the United States. The Parliamentarian's Office reviewed the certificates of election and appointment for 34 Senators who were sworn in on January 3, 2013, in some cases having to request resubmission of materials that did not appear to be in compliance with the Senate rules and this process was repeated as other new Senators joined the body during the year. The Parliamentarians worked closely with the Office of the Vice President, the National Archives and Records Administration, the House Parliamentarian, the House Clerk, and other staff of the Secretary of the Senate to prepare for the joint session to count the electoral ballots on January 4, 2013. Both of these electoral processes require a tremendous amount of groundwork and attention to detail and involve a great deal of paperwork from the States which must be reviewed and cataloged before being acted upon and archived. The Parliamentarian and her staff also participated in an orientation session for new Senators and have met one-on-one with several new Senators to prepare them for the duty of presiding over the Senate.

During 2013, as has been the case in the past, the staff of the Parliamentarian's Office was frequently called on to analyze and advise Senators on a great number of issues arising under the Congressional Budget Act of 1974, the Budget Control Act, the Congressional Review Act, and many other provisions of law that authorize special procedural consideration of measures. Additionally, in 2013 the Senate considered a concurrent resolution on the budget. As noted earlier, there were over 1,000 amendments drafted to this measure (many of which were not proposed) that the office reviewed and numerous, complicated questions related to the complexity of the Congressional Budget Act and its use in the Senate.

Throughout 2013, the Parliamentarians held many meetings with the proponents and opponents of changes in the Senate's rules and procedures, and counseled all interested parties in the historical context of previous changes to the rules, as well as the intricacies of both the content of these proposals and the disputed processes for bringing about these changes. The Parliamentarian and her staff spent long hours with Senators and staff crafting two resolutions with respect to Senate Rules and practices which were adopted at the beginning of the Congress as part of the Senate's quest to streamline the consideration of legislative and executive business. In subsequent months, the Parliamentarian and her staff spent a great deal of time researching and fielding questions on further developments with respect to the processing of nominations, some unusual and high profile procedures with respect to the handling of a House message, amendments between the Houses, and appeals of the ruling of the chair.

Continuity of Operations (COOP) Planning

The Parliamentarians serve as the agents of the Senate in coordinating the flow of legislation with the House of Representatives and with the President, and they ensure that enrolled bills are signed in a timely manner by duly authorized officers of the Senate for presentation to the President. The Parliamentarians have taken the lead in the Senate in analyzing the need for emergency procedural authorities. Each Parliamentarian has been trained to remotely access the office's computers and hard drives, facilitating communications, research, and other work after hours, and enabling them to have the office function during emergencies. The Parliamentarian's Office continues to participate extensively in emergency preparedness training for the Senate Chamber. The Parliamentarian has been involved for years with Sergeant at Arms Office of Continuity and Emergency Preparedness Operations (CEPO) in the planning phases of the Senate's evacuation and shelter-in-place procedures, and regularly attends such meetings on behalf of the Secretary of the Senate and the legislative staff, affording their concerns and ideas a voice.

FINANCIAL OPERATIONS

DISBURSING OFFICE

The mission of the Senate Disbursing Office is to provide efficient and effective central financial and human resource data management, information, and advice to the offices, members, and employees of the United States Senate. The Senate Disbursing Office manages the collection of information from the distributed accounting locations within the Senate to formulate and consolidate the agency level budget, disburse the payroll, pay the Senate's bills, and provide appropriate counseling and advice. The Senate Disbursing Office collects information from members and employees that is necessary to maintain and administer the retirement, health insur-

ance, life insurance, and other central human resource programs, and provides responsive, personal attention to members and employees on an unbiased and confidential basis. The Senate Disbursing Office also manages the distribution of central financial and human resource information to the individual member offices, committees, administrative offices, and leadership offices in the Senate while maintaining the confidentiality of information for members and Senate employees.

The organization is structured to enhance its ability to provide quality work; maintain a high level of customer service; promote good internal controls, efficiency, and teamwork; and provide for the appropriate levels of supervision and management. The long-term financial needs of the Senate are best served by an organization staffed with highly trained professionals who possess a high degree of institutional knowledge, sound judgment, and interpersonal skills that reflect the unique nature of the United States Senate.

This past year the Disbursing Office took on several projects that required a significant level of staff resources and presented many interesting challenges. Among these projects were the final implementation of the web-based Senate payroll system (SPS), rollout of the Affordable Care Act (ACA), and application of changes to Federal retirement plans.

Executive Office

The primary responsibilities of the Executive Office are to:

- oversee the day to day operations of the Disbursing Office (Disbursing);
- respond to any inquiries or questions;
- maintain a fully and properly trained staff;
- ensure that the office is prepared to respond quickly and efficiently to any unique situation that may arise;
- provide excellent customer service;
- assist the Secretary of the Senate in the implementation of new legislation affecting any of her departments;
- handle all information requests from the Committee on Appropriations and the Committee on Rules and Administration; and
- provide budget information and financial assistance to all accounting locations within the Senate.

During the year, the Financial Clerk and senior Disbursing staff attended weekly status meetings on the SPS held by the payroll implementers, received additional training on the new payroll system, and completed its implementation in September 2013. The additional workload created by the implementation of the SPS was exacerbated by the quickly approaching deadline of the ACA. To lessen the workload on the benefits section, the Executive Office assisted with the preparation of bar examiner, mortgage, and unemployment verification forms. In addition, the executive office provided assistance with the distribution of health plan confirmation letters and several other notices disseminated to senators and staff.

Financial Management

Headed by the deputy for financial management, the mission of the financial management division is to coordinate all central financial policies, procedures, and activities; to process and pay expense vouchers within reasonable timeframes; and to provide professional customer service, training, and confidential financial guidance to all Senate accounting locations. In addition, the financial management group is responsible for the compilation of the annual operating budget of the United States Senate for presentation to the Committee on Appropriations and for the formulation, presentation, and execution of the budget for the Senate. On a semiannual basis, this group is also responsible for the compilation, validation, and completion of the *Report of the Secretary of the Senate*.

Financial management is segmented into three functional departments: accounting, accounts payable, and budget. The accounts payable (A/P) department is further subdivided into three sections: disbursements, vendor administration, and audit. The deputy coordinates the activities of the three functional departments, establishes central financial policies and procedures, and carries out the directives of the Financial Clerk and the Secretary of the Senate. In this role, the deputy was able to work with the payroll section to pay member and staff salaries without delay despite the October Government shutdown. This was no small feat after going live with the Senate payroll system (SPS) and just before implementing the new Affordable Care Act (ACA) provisions. Their efforts are to be commended.

Accounting Department

During 2013, the accounting department approved over 44,000 expense reimbursement vouchers and vendor uploads including deposits for items ranging from receipts received by the Senate operations, such as the Senate's revolving funds, to

cancelled subscription refunds from member offices. General ledger maintenance also prompted the entry of thousands of adjustment entries that include the entry of all appropriation and allowance funding limitation transactions, all accounting cycle closing entries, and all non-voucher reimbursement transactions such as payroll adjustments, budget uploads, stop payment requests, travel advances and repayments, and limited payability reimbursements. The department continues to scan all documentation for journal vouchers, deposits, accounting memos, and letters of certification to facilitate both storage concerns and continuity of operations (COOP) planning. The section also began testing the 2013 year-end process to close and reset revenue, expense, and budgetary general ledger accounts to zero.

The Disbursing Office also continued working with member offices and the Senate Stationery Room to establish and design an online flag ordering system using the Department of the Treasury's Pay.gov system. Three more offices began using Pay.gov, for a total of 13 offices, and six more offices had the initial conference call with Pay.gov by the end 2013. The pilot is expected to expand to include additional offices and new member offices during 2014.

The Department of the Treasury's monthly financial reporting requirements includes a "Statement of Accountability" that details all increases and decreases to the accountability of the Secretary of the Senate, such as checks issued during the month and deposits received, as well as a detailed listing of cash on hand. Also, Disbursing provides the "Statement of Transactions According to Appropriations, Fund and Receipt Accounts," to the Department of the Treasury on a monthly basis. The statement is the summary of activity of all monies disbursed by the Secretary of the Senate through the Financial Clerk of the Senate. All activity by appropriation account is reconciled with the Department of the Treasury on a monthly and annual basis. The annual reconciliation of the Treasury Combined Statement is also used in the reporting to the Office of Management and Budget (OMB) as part of the submission of the annual operating budget of the Senate. The FAMIS system report, tested and implemented in 2010, was used again in 2013 to calculate the Treasury Combined Statement, which is used for the OMB budget submissions.

Accounting continues to use the Treasury's Central Accounting Reporting System (CARS) to report the "Statement of Accountability" and the "Statement of Transactions According to Appropriations, Fund and Receipt Accounts" when Treasury decommissioned the old system. In 2013, the accounting department continued using the Treasury's OTCNet system to enter electronic deposit tickets for all check and cash deposits. The system is also used to scan and electronically deposit all checks, which enables a faster collection time.

The accounting department continues to transmit Federal tax payments for Federal, Social Security, and Medicare taxes withheld from payroll expenditures, as well as the Senate's matching contribution for Social Security and Medicare to the Federal Reserve Bank through the IRS Electronic Federal Payment System. Payments for employee withholdings for State income taxes were reported and paid on a quarterly basis to each State with applicable State income taxes withheld. The system modifications installed in 2008 allow automated clearing house (ACH) payment of quarterly State taxes, which has resulted in a 100 percent participation rate by taxing jurisdictions. Monthly reconciliations were performed with the National Finance Center regarding the employee withholdings and agency matching contributions for the Thrift Savings Plan (TSP).

The accounting department also works to meet internal reporting requirements, such as monthly ledger statements. These ledger statements detail all of the financial activity for the appropriate accounting period with regard to official expenditures in detail and summary form. It is the responsibility of the accounting department to review and verify the accuracy of the statements before Senate-wide distribution.

Accounting also has a budget division whose primary responsibility is compiling the annual operating budget of the United States Senate for presentation to the Committee on Appropriations. The budget division is responsible for the preparation, issuance, and distribution of the budget justification worksheets. The budget justification worksheets for fiscal year 2015 were mailed to the Senate accounting locations and processed in December 2013. The budget baseline estimates for fiscal year 2015 will be reported to OMB by mid-February 2014. The budget analyst is also responsible for the preparation of 1099s and the prompt submission of forms to the IRS before the end of the January.

Accounts Payable: Disbursements Department

The disbursements department is the entry and exit point for voucher payments. The department physically and electronically receives all vouchers submitted for payment. It also pays all of these vouchers, as well as the items submitted by

upload and the various certifications and adjustments that are submitted periodically. The department received approximately 93,000 vouchers. All of these items were paid by the department via Treasury check or ACH. Multiple payments to the same payee are often combined. As a result, 15,012 checks were issued, while 58,046 ACH payments were required.

After paper vouchers are paid, they are sorted and filed by document number. Vouchers are grouped in 6-month "clusters" to accommodate their retrieval for the semiannual *Report of the Secretary of the Senate*. Files are maintained in-house for the current period and one prior period, as space is limited. One result is that more documents are stored in the Senate Support Facility (SSF). The inventoried items are sorted and recorded in a database for easy document retrieval. Document retrieval missions increased, but were successfully conducted, and the department continues to work closely with warehouse personnel. The renovated area has led to more efficient use of space here and at the SSF. Paper volume has decreased significantly as 44 offices are submitting vouchers via an imaging process through Web FMIS. Paper volume and related filing times are expected to decrease further as more offices convert to imaging of expense vouchers.

A major function of the department is to prepare adjustment documents. Adjustments are varied and include reissuance of items held as accounts receivable collections, reissuance of payments for which nonreceipt is claimed, and various supplemental adjustments received from the payroll department. Such adjustments are usually disbursed by check, but an increasing number are now handled through ACH. The department maintains a spreadsheet that tracks cases of nonreceipt of salary checks, including stop payment requests and reissuance. The section prepared 823 adjustment documents in 2013.

The department also prepares the stop payment forms as required by the Department of the Treasury. Stop payments are requested by employees who have not received salary or expense reimbursements and by vendors claiming nonreceipt of expense checks. The Treasury Check Information System (TCIS) allows the department to electronically submit stop payment requests and provides online access to digital images of negotiated checks for viewing and printing. During 2013, only 69 digital images of negotiated checks were provided, and an additional 95 requests were received for stop payments. The stop payment requests resulted in reissuance of 85 checks. These levels are lower than 2012, reflecting greater efficiency in the overall payment process. TCIS is a web-based system that saves the Disbursing Office time, charges a \$7.50 processing fee for each request, and is accessible from multiple workstations in Disbursing. As more vendors begin receiving payments via ACH, these levels can be expected to further decrease.

Accounts Payable: Vendor Administration

The vendor administration section maintains the accuracy and integrity of the Senate's central vendor (payee) file for the prompt completion of new vendor file requests and service requests related to the Disbursing Office's web-based payment tracking system. This section also assists the information technology (IT) department by performing periodic testing and monitoring the performance of the vendor system. Currently, more than 20,500 vendor records are stored in the vendor file, in addition to approximately 11,000 employee records. Daily requests for new vendor addresses or updates to existing vendor information are processed within 24 hours of receipt. Besides updating mailing addresses, the section facilitates the use of ACH by switching the mode of vendor payment from paper check to direct deposit. Whenever a new remittance address is added to the vendor file, the default method of payment is paper check. A standard letter is mailed to the vendor requesting tax and banking information, as well as contact and email information. If a vendor responds indicating they would like to receive ACH payments in the future, the method of payment is changed.

All Web FMIS users are using a staffer functionality tool which allows Senate employees to electronically create, save, and file expense reimbursement forms; track their progress; and get detailed information on payments. The most common service requests are for system user identification and passwords and for the reactivation of accounts. Employees may also request an alternative expense payment method. Employees can choose to have their payroll set up for direct deposit or paper check but can have their expenses reimbursed by a method that differs from their salary payment method.

The vendor section works closely with the accounts payable disbursements group to resolve returned ACH payments. ACH payments are returned periodically for a variety of reasons, including incorrect account numbers, routing numbers, and, in rare instances, a nonparticipating financial institution.

The vendor section electronically scans and stores all supporting documentation of existing vendor records and new vendor file requests. When this section receives replies asking for ACH participation, the vendors are asked if they wish to be notified by email when payments are sent. Currently, over 95 percent of ACH participants also receive email notification of payment.

During 2013, the vendor section processed 1,725 vendor file additions, completed 2,335 service requests, mailed 820 vendor information letters, and converted 340 vendors from check payment to direct deposit.

During calendar year 2013, the vendor group section assisted the accounting department in converting the remainder of State taxing authorities to ACH payment of tax withholdings. In addition to those entities converted to ACH payment in 2012, payments to the Federal Reserve Bank of Philadelphia are now electronic for 2013 and beyond.

Accounts Payable: Audit Department

The audit section is responsible for auditing vouchers and answering questions regarding voucher preparation and the permissibility of expenses and advances. This section provides advice and recommendations on the discretionary use of funds to the various accounting locations; identifies duplicate payments submitted by offices; monitors payments related to contracts; trains new administrative managers and chief clerks about Senate financial practices and the Senate's Financial Management Information System; and assists in the production of the *Report of the Secretary of the Senate*. The *Report* continues to be issued electronically, concurrent with the printed version. The printed version is available as always, and the online version is available through the Senate and Government Printing Office (GPO) Web sites.

The section is organized at three different levels. The first level is the supervisor. In addition to performing managerial tasks, the supervisor audits and sanctions vouchers as needed and coordinates testing related to system implementation and upgrades. Eleven auditors process all incoming vouchers and uploads, and four of them have the authority to sanction, on behalf of the Committee on Rules and Administration, vouchers not exceeding \$100. They also sanction all travel and petty cash advances as well as noncontingent fund items generated by Legal Counsel, Legislative Counsel, and the Office of Congressional Accessibility Services.

A major function of the section is monitoring the fund advances for travel and petty cash. Travel advances must be repaid within 30 days of trip completion, and petty cash advances must be repaid whenever new funding authority is established. The system accommodates the issuance, tracking, and repayment of advances. It also facilitates the entry and editing of election dates and vouchers for Senators-elect. In addition to other functionality, an advance type of petty cash was created and is in use. Regular petty cash audits are performed by the section, and all petty cash accounts were successfully audited in 2013.

The audit section processed over 93,000 expense vouchers and an additional volume of 23,500 uploaded items in 2013. Audit sanctioned approximately 47,000 vouchers under authority delegated by the Committee on Rules and Administration. This translates to roughly 10,500 vouchers processed per auditor, and almost 12,000 vouchers posted per certifier. The voucher processing consisted of providing interpretation of Senate rules, regulations, and statutes and applying the same to expense claims, monitoring of contracts, and direct involvement with the Senate's central vendor file. On average, vouchers greater than \$100 that do not have any issues or questions are received, audited, sanctioned electronically by the Committee on Rules and Administration using Web FMIS, and are expected to be paid within 8 to 10 business days. The actual average payment time for these vouchers was 5.46 days. These vouchers comprised approximately 50 percent of all vouchers, and, as in the previous year, Disbursing passed two post-payment audits performed by the Committee on Rules and Administration for items of \$100 or less. In 2013, the average payment time for Disbursing-sanctioned items was 2.96 days, roughly the same as the previous year.

Uploaded items are of two varieties: certified expenses and vendor payments. In use since the 1980s, certified expenses include items such as stationery, telecommunications, postage, and equipment. Currently, the certifications include mass mail, franked mail, excess copy charges, Senate Photo Studio charges, and Senate Recording Studio charges. Expenses incurred by the various Senate offices are certified by the Sergeant at Arms (SAA) to the Disbursing Office on a monthly basis. The expenses are detailed on a spreadsheet which is also electronically uploaded. The physical voucher is audited and appropriate revisions are made. Except for telecommunications charges, a concentrated effort is put forth to ensure certified items appear as paid in the same month they are incurred. Telecommunications charges

usually run 1 month behind as the SAA must wait for the bills from external vendors.

Vendor uploads are used to pay vendors for the Senate Stationery Room, Senate Gift Shop, and State office rentals, and to refund security deposits for the Senate Page School. The methodology is roughly the same as that for certifications, but the payments rendered are for the individual vendors. Although these items are generally processed and paid quickly, the State office rents are generally paid a few days before the month of the rental, which is consistent with the general policy of paying rent in advance.

The audit section provided training sessions in the use of new systems, the process for generation of expense claims, and the permissibility of expenses. They also participated in seminars sponsored by the Secretary of the Senate, the SAA, and the Library of Congress. The section trained seven new administrative managers and chief clerks and conducted three informational sessions for Senate staff through seminars sponsored by the Congressional Research Service. The audits section also routinely assists the IT department and other groups as necessary in the testing and implementation of new hardware, software, and system applications. The use of imaging has steadily grown and now includes 44 offices with several more slated to adopt the functionality in 2014.

The audit section continued offering feedback to the IT department on system-related problems, system restraints, and areas that need improvement. The section has devoted significant amount of time in detailing system problems and reporting them to the IT department.

Once operations resumed after the Government shutdown, there was a large volume of vouchers waiting to be processed and paid. The crunch was felt throughout the financial management division, but the backlog was met head on. During the latter part of October 2013, 5,168 vouchers were posted for payment in A/P and accounting versus 3,939 for the last half of October 2012. This represents an increase in volume of 31.2 percent.

Voucher audit alone processed 5,795 vouchers compared to 4,284 during the same timeframe a year earlier. This represents an increase of 35.3 percent.

Benefits and Financial Services

The principal responsibility of the deputy for benefits and financial services is to provide expertise and oversight on Federal retirement, benefits, payroll, and financial services processes. The deputy also coordinates the interaction between the front office, payroll, and employee benefits sections, and is responsible for the planning and project management of new computer systems and programs. The deputy ensures that job processes are efficient and up to date, modifies computer support systems as necessary, implements regulatory and legislated changes, and designs and produces up to date forms and information for use in all three sections.

General Activities

Early in 2013, the Disbursing Office assisted outgoing staff with retirements, continuation of pay, unemployment, and transitions to other positions. Disbursing also provided training and guidance to new members and their staffs on their benefits eligibility.

FERS-Revised Annuity Employee, the new retirement program, was implemented at the first of the year and follow-up testing and process modification was performed on the human resources management system (HRMS). In addition, the new program was designed, tested, and adapted to the Senate payroll system (SPS), which was still in development. The Disbursing Office also designed, tested, and implemented new processes to assist the SAA with their Separation Incentive Payment program.

The primary project for the deputy and the Disbursing Office during 2013 was the final phases of development, testing, and the implementation of the SPS. The scope of the project was extensive and required the coordination and cooperation of the deputy, the payroll section, the employee benefits section (EBS), the Financial Clerk, and assistant financial clerk with the SAA Technical Support group, the project management officer, and the project implementation team. Heavy and in-depth parallel testing and analysis was conducted throughout the first three quarters of the year. EBS created new documents and procedures to accommodate the new payroll system. In addition, the student loan program (SLP) administrator participated extensively in the development and testing of the new payroll system, including design assessment, test scenario development, reports, and testing all aspects of the system and providing feedback. The payroll section worked tirelessly to prepare for this and then follow up.

The transition to the new system occurred in September and went as smoothly as could be hoped for. Post-go-live testing continued and, as expected during the fol-

lowing months, inconsistencies were identified and minor fixes were implemented by all groups involved. Overall, the system implementation was a success. At the end of the year, the system did not perform in several instances as the contracted implementation group had confirmed that it would. A large-scale effort was undertaken to correct issues with Federal Flexible Spending Account, Thrift Savings Program (TSP) catch-up, and TSP withholdings. This posed a unique challenge to Disbursing staff and the SAA technical support group to coordinate with contracted implementation staff to make fixes, notify staff, and upgrade and test required programming changes. Throughout this project, the Disbursing staff, in tandem with the SAA technical support staff, exceeded expectations with their tireless efforts, contributions and demonstration of their expertise.

During 2013, the deputy and the Disbursing Office staff were required to implement the portions of the Affordable Care Act (ACA) that impacted health insurance eligibility for Senate members and staff. Late in the year, the Office of Personnel Management (OPM), in conjunction with other stakeholders, drafted and issued regulations to facilitate the implementation of the ACA provisions. During this time, the deputy worked extensively with OPM and the DC Small Business Health Options Program (SHOP) to ensure manageable administration within the guidelines of the legislation. The process for "designation of official staff" was drafted and implemented. Designations were made by members, and staff was notified of their health insurance eligibility. Benefits, front office staff, and the deputy were trained on the DC Health Link (DCHL) system and were so inundated with staff questions and enrollment issues that DCHL enrollment became their primary function, limiting time available for other priorities. The Disbursing Office and eligible Senate staff worked diligently with the DC SHOP to educate themselves and complete their enrollments. There were significant challenges to employee education and technical challenges working within the DC SHOP system. The Disbursing Office, in conjunction with DC SHOP, provided numerous educational opportunities and help sessions. The benefits and front office staff should be commended for their dedication to this complex effort. The deputy worked with the SAA technical support group and payroll system contractors to make significant modifications to the new system to accommodate the new health insurance provisions. These modifications continue in 2014.

Front Office—Administrative and Financial Services

The front office is the main service area for all general Senate business and financial activity. The front office staff maintains the Senate's internal accountability of funds used in the group's daily operations. The reconciliation of such funds is executed on a daily basis. The front office staff also provides training to newly authorized payroll contacts along with continuing guidance to all contacts in the execution of business operations. It is the receiving point for most incoming expense vouchers, payroll actions, and employee benefits—related forms, and it is the initial verification point to ensure that paperwork received in the Disbursing Office conforms to all applicable Senate rules, regulations, and statutes. The front office is the first line of service provided to Senators, officers, and employees. All new Senate employees (permanent and temporary) who will work in a Capitol Hill Senate office are administered the required oath of office and personnel affidavit in the front office. Staff is also provided verbal and written detailed information regarding pay and benefits.

Advances are issued to Senate staff authorized for official Senate travel through the front office. Travel advances (cash and/or check) are entered and reconciled in Web FMIS. After the processing of certified travel expenses is complete, cash travel advances are repaid.

Numerous inquiries are handled daily on topics such as benefits, taxes, voucher processing, reporting laws, and Senate regulations. Inquiries must always be answered accurately and fully to provide the highest degree of customer service. Cash and checks received from Senate entities as part of their daily business are handled through the front office and become part of the Senate's accountability of federally appropriated funds and are then processed through the Senate's general ledger system. The front office maintains the official office information authorization forms that authorize individuals to conduct various types of business with the Disbursing Office. The front office also provides notary services for members and staff. Staff can visit the Disbursing Office front office for notary services while front office staff will provide members notary services in their Senate offices.

General Activities

—Processed approximately 500 cash advances during the year and initiated over 1,200 check/direct deposit advances.

- Received and processed over 15,000 checks and reconciled the Senate cash advance system.
- Administered oath of office and personnel affidavits to more than 1,000 new Senate staff and advised them of their benefits eligibility. Such staff includes full-time employees, interns, and Senate pages.
- A major initiative this year was rolling out the ACA as it applied to Senators and Senate staff. The front office assisted with the receipt of and explanation of official office designations. They also issued confirmation letters providing staff and members proof they successfully enrolled in DCHL, as well as assisted in compiling lists of members and staff who were unable to enroll due to technical difficulties. This new program was unlike previous coverage and the enrollment process was unfamiliar. The front office underwent training on DCHL and assisted staff, to the degree possible, in understanding the enrollment process.
- Assisted employees with electronic resources for researching and comparing benefit plans and programs to further reduce the reliance on paper documents.
- Provided training sessions to new and existing administrative managers and assisted them in getting their offices up and running. Offered guidance in closing outgoing offices.
- The front office oversaw the distribution of paychecks to staff displaced as a result of the 2012 elections and 2013 special elections.
- In 2013, the front office staff attended training on the new SPS. Upon implementation of the SPS in September 2013, front office staff members have been successfully using the system on a daily basis and learning new skills.
- The front office advises eligible staff of their TSP catch-up provisions and advises enrollees of changes in their plans.

Payroll Section

The payroll section maintains the HRMS and is responsible for processing, verifying, and warehousing all payroll information submitted to the Disbursing Office by Senators, committees, and other appointing officials for their staff, including appointments of employees, salary changes, title changes, transfers, and terminations. The section is also responsible for the input of all enrollments and elections submitted by members and employees that affect their pay (e.g., retirement and benefits elections, tax withholding, TSP participation, allotments from pay, address changes, direct deposit elections, levies and garnishments) and for the issuance of accurate salary payments to members and employees. The payroll section is responsible for the administration of the Senate Student Loan Repayment Program (SLP) and for the audit and reconciliation of the Flexible Spending Accounts (FSAs) and Federal Employees Dental and Vision Insurance Program (FEDVIP) bill files received each pay period. The payroll section jointly maintains the ACH FedLine facilities with the accounts payable section for the normal transmittal of payroll deposits to the Federal Reserve. Payroll expenditure, projection, and allowance reports are distributed electronically to all Senate offices semimonthly. The payroll section issues the proper withholding and agency contribution reports to the accounting section and transmits the proper TSP information to the National Finance Center. In addition, the payroll section maintains earnings records, which are distributed to the Social Security Administration and employees' taxable earnings records, which are used for W-2 statements. This section is responsible for the payroll expenditure data portion of the *Report of the Secretary of the Senate*. The section calculates, reconciles, and bills the Senate Employees Child Care Center for their staff employee contributions and forwards payment of those contributions to the accounting section. The payroll section provides guidance and counseling to staff and administrative managers on issues of pay, salaries, allowances, and projections.

General Activities

In January 2013, the payroll section conducted all year-end processing and reconciliation of pay records and produced W-2 forms for employees and Federal and State tax agencies. They also facilitated the imaging of those documents to the document imaging system. The payroll section maintained the normal schedule of processing TSP election forms.

The payroll section continued preparing for the new payroll system. This included developing and testing payroll queries. The testing and training process continued throughout the year. There were countless meetings involving issues such as security, payroll reports, data conversion, business processes, etc.

Parallel tests of the new payroll system continued in April, June, and July. This included entering duplicate data into both the current and new systems. The staff dealt with system performance issues, bugs, and needed coding changes. This data

was checked daily for accuracy and system function and required changes were logged and implemented. This presented a steep learning curve and system modifications were recommended as identified. Data comparisons were performed and scrutinized after the close-out of both systems. Variances and discrepancies were analyzed and feedback was provided to the contracted implementation team.

The payroll section participated in the testing and implementation of Voluntary Separation Incentive Payment (VSIP) for the SAA. Other minor changes were made to the HRMS as a result of regulated and policy changes.

As a result of the 2012 elections, the resignations of two Senators, and the death of another, the payroll section spent January 2013 assisting the staff of 15 offices with their outgoing/incoming office inquiries and prepared for staff transitions.

In August, the payroll section participated in W-2, COLA, and payroll report demonstrations and testing for the new payroll system.

While launching the new payroll system, the payroll section also prepared for the pending Government shutdown and tested potential shutdown and post-shutdown scenarios. As a result, once the shutdown ended the payroll section was able to meet the October 18th payday on time and without disruption.

The payroll section administers the student loan program (SLP), which includes initiation, tracking, and transmission of the payments, determination of eligibility, and coordination and reconciliation with office administrators and program participants. Because of regulatory changes within the Department of Education, extensive vendor processing changes were necessitated which results in many payments to vendors not being routed correctly once received at the designated address. This leads to a higher-than-usual need for payment tracking, reconciliation, and check reissues. The SLP administrator continues to improve processes for administration of the program and documenting procedures. The administrator also continues to train a member of the payroll staff so they are able to administer the SLP in the administrator's absence.

Employee Benefits Section

The primary responsibilities of the employee benefits section (EBS) are administration of health insurance, life insurance, TSP, and all retirement programs for members and employees of the Senate. This includes counseling, processing of paperwork, research, dissemination of information, and interpretation of retirement and benefits laws and regulations. EBS staff is also expected to have a working knowledge of the Federal Flexible Spending Account (FSA) program, the Federal Long Term Care (LTC) Insurance program, Federal Employees Dental and Vision Insurance program (FEDVIP), and the DC Health Link (DCHL). In addition, the sectional work includes research and verification of all prior Federal service and prior Senate service for new and returning appointees. EBS provides this information for payroll input. It also verifies the accuracy of the information provided and reconciles, as necessary, when official personnel folders and transcripts of service from other Federal agencies are received. Senate transcripts of service, including all official retirement and benefits documentation, are provided to other Federal agencies when Senators and staff are hired elsewhere in the Government. EBS is responsible for the administration and tracking of employees placed on leave without pay to perform military service. The responsibilities include counseling with regard to continued benefits, TSP make-up contributions, and reservist differential payments. EBS participates fully in the Centralized Enrollment Clearinghouse System sponsored by OPM to reconcile all Federal Employee Health Benefits (FEHB) enrollments with carriers through the National Finance Center. EBS is responsible for its own forms inventory ordering and maintenance, as well as all benefits, TSP, and retirement brochures, for the Disbursing Office. EBS processes employment verifications for loans, bar exams, the Federal Bureau of Investigation, OPM, and the Department of Defense, among others. Unemployment claim forms are completed and employees are counseled on their eligibility. Department of Labor billings for unemployment compensation paid to Senate employees are reviewed in EBS and submitted by voucher to the accounting section for payment, as are the employee fees associated with FSAs. Beneficiary designations for Federal Employees Group Life Insurance (FEGLI), retirement, and unpaid compensation are filed and checked by EBS.

General Activities

The year began with EBS finalizing retirement estimates and processing many retirement cases associated with 12 outgoing senators (including one resignation) and their staffs, as well as those staff on committees who were affected by the changes. All outgoing offices were given an "outgoing office presentation" by a member of

EBS. Many regular retirement, death, and disability cases were also processed throughout the year.

EBS met with all new Senators to review benefit options available to them. New members appointed numerous employees from the House of Representatives and the executive branch, and many other employees left with their outgoing members, many of whom were appointed to positions in the executive branch. This caused a dramatic increase in appointments to be researched and processed, retirement records to be closed out, termination packages of benefits information to be compiled and mailed out, and health insurance enrollments to be processed. Transcripts of service for employees going to other Federal agencies, and other tasks associated with employees changing jobs were at a high level this year. These required prior employment research and verification; new FEHB, FEGLI, FSA, FEDVIP, CSRS, FERS, and TSP enrollments; and the associated requests for backup verification. EBS also counseled many employees who were affected by these SAA employment changes. The Sergeant at Arms offered the first ever Voluntary Separation Incentive Program (VSIP) in the Senate. EBS received a number of requests for retirement estimates and counseling.

Beginning January 1, 2014, one provision of the ACA changed the FEHB eligibility for some Senate staff and all Senators. EBS was involved in meetings with the deputy financial clerk, OPM, and representatives from DCHL. EBS had to create various documents, assist countless employees enrolling in DCHL plans, and keep abreast of the numerous changes. EBS hosted a panel discussion including representatives from OPM, DCHL, health insurance carriers, and the Disbursing Office. This presentation was attended by staff and televised and Webcast live. The televised program was repeated during the entire open season and the Webcast was available online for all Senate employees to view. EBS provided support to DCHL during the enrollment process, assisting with special sessions conducted throughout open season. Numerous hours were spent providing guidance to Senators and staff. EBS worked closely with the deputy financial clerk, DCHL, and carriers in implementing the new healthcare regulations.

EBS expanded participation in the annual benefits open season. In addition to the representatives of all of the FEHB health insurance carriers, EBS included all carriers and representatives from DCHL. The Disbursing Office also hosted an open season benefits fair, which was informational and well attended. The benefits fair included representatives from local and national FEHB plans, DCHL representatives, and representatives from LTC, FSA, and FEDVIP. EBS worked with the Secretary's webmaster to ensure that links and information on Webster were current regarding the DCHL and other benefits choices during the open season.

EBS conducted agency-wide FERS seminars for Washington, DC area employees, as well as a live video seminar for offices located in the States. EBS attended inter-agency benefits officers and TSP meetings. This was especially important this year due to the numerous ongoing changes to many of the benefits programs, including the upcoming offering of a Roth investment option in the TSP program.

Information Technology—Financial Management Information System

The information technology (IT) department provides both functional and technical assistance for Senate financial management activities and the financial management information system (FMIS) applications used by staff in all Senate accounting locations (i.e., Senate personal offices, committees, leadership and support offices, the Office of the Secretary of the Senate, the Sergeant at Arms (SAA), the Committee on Rules and Administration audit section, and Disbursing). Responsibilities of the department include:

- Supporting current financial systems, users, and operational processes;
- Providing oversight for the FMIS program;
- Coordinating and testing FMIS infrastructure changes;
- Administering Disbursing's local area network; and
- Managing Disbursing's continuity of operations planning.

Disbursing is the FMIS business owner and is responsible for making functional decisions related to FMIS. SAA technology services is responsible for providing the technical infrastructure, including hardware (e.g., mainframe and servers), operating system software, database software, and telecommunications; technical assistance for these components, including migration management and database administration; and regular batch processing. Disbursing also utilizes contractor support for application development and to augment operational support as needed. During 2013, IT worked collaboratively with these organizations to:

- Achieve cost savings: continued to improve the Senate's ability to make application changes without the need for software releases, saving significant application development dollars, by:

- consolidating applications and platforms to reduce support and licensing costs;
- designing a framework for quickly customizing and modifying system inquiries without developer support; and
- continuing to expand the use of an application rules engine to facilitate implementation of changes to business rules more quickly and economically.
- Prepare for a continuity of operations (COOP) situation: performed a failover and fallback of financial data as part of the year's financial systems disaster recovery exercise;
- Improve customer service to the Senate community: supported over 4,000 active FMIS users and continued to improve FMIS applications by:
 - implementing multiple software releases to provide additional user-requested functionality and address user-reported issues;
 - completing the Senate-wide rollout of the new online expense summary report (ESR) which is easier to use and provides itinerary formatting consistent with requirements for the semiannual *Report of the Secretary of the Senate*; and
 - working to enhance system performance and the end-user experience both through software corrections and additional infrastructure upgrades.
- Be more environmentally responsible: continued to advance towards a paperless financial system through the systemwide rollout of imaging and digital signatures.

Supporting Current Financial Systems, Users, and Operational Processes

IT supports over 4,000 active FMIS users in all accounting locations, the departments in Disbursing (i.e., accounts payable, accounting, disbursements, vendor administration, and front office sections), and the Committee on Rules and Administration audit staff. Activities performed include:

- User support: provided functional and technical support to all Senate FMIS users; staffed the FMIS help desk; answered hundreds of questions; and met with chiefs of staff, administrative managers, chief clerks, and directors of various Senate offices;
- System user communication: gathered feedback from its FMIS user communities to ensure their needs are met by:
 - regularly meet with representatives from accounting, accounts payable, and the SAA; and
 - periodically meet with targeted user groups to document and review requirements for new functionality.
- Technical problem resolution and system performance monitoring: ensured technical problems were quickly resolved; checked system availability, error logs, and statistics to identify system problems; and coordinated performance tuning activities;
- Security and system administration: maintained user rights for all FAMIS, Web FMIS, and Web PICS users, and designed, tested, and made entries to core system tables;
- Accounting support activities: performed functional testing and production validation of cyclic accounting system activities, including the rollover process for preparing for a new fiscal year, and the archive/purge process for removing lapsed fiscal year data from the current year transactional tables while maintaining this information for reporting purposes;
- Post-payment voucher audit process support: facilitated process for the Committee on Rules and Administration audit staff for selecting and reviewing a statistically valid sample of vouchers for \$100 or less, sanctioned under authority delegated to the Financial Clerk; and
- Training: developed and published user materials and help content and provided functional training to FMIS users.

Providing Oversight for the FMIS Program

The responsibility for managing the FMIS program and related projects includes:

- Strategic planning: continued to prioritize requirements to extend the life of existing FMIS applications and their platforms to allow time to develop a phased approach and budget for replacement of the various components of the financial system that will reduce the Senate's total cost of ownership of the financial system over time. This strategy is designed to enable the high efficiency in financial management operations while reducing cost, increasing business agility, and providing the Senate with an integrated, auditable, and paperless financial system that enables the various Senate user groups to achieve their business objectives in a timely, effective, and secure manner.

- Schedule coordination: planned and coordinated a rolling 18-month FMIS program schedule and facilitated meetings between Disbursing, the SAA, and support contractor staff to coordinate schedules and activities, including:
 - project-specific working meetings: as-needed meetings related to individual projects and topics such as archive/purge meetings and FMIS release design meetings; and
 - project management meetings: monthly meetings to discuss the integrated project schedule and the status of active FMIS projects, and to address any existing project issues and risks;
- Development of new system features: supervised development, performed extensive integration system testing, and implemented changes to FMIS subsystems. Implementation and production verification activities were typically completed over weekends to minimize system downtime to users. Since 2006, multiple subsystem upgrades have been consolidated into two or three releases each year. During calendar year 2013, Disbursing:
 - Implemented the following releases:
 - FMIS 2013.2, March 2013: corrected over 100 user-reported defects primarily associated with procurement functions, incorporated pilot user feedback for new ESR and consolidated Web FMIS and Web PICS applications; and
 - FMIS 2013.2.1 through FMIS 2013.2.7, May—November 2013: implemented performance enhancements, platform upgrades, and defect corrections related to imaging functionality to facilitate continued Senate-wide rollout of paperless workflow.
 - Continued work related to document imaging and electronic signatures in FMIS:
 - Phase 1: imaging-only pilot (completed in 2011);
 - Phase 2: office imaging and signatures pilot (completed in 2012); full rollout beginning with new offices (seven offices implemented in 2012 and an additional 35 offices implemented in 2013; full rollout to Disbursing's accounts payable and accounting staff completed in 2013); and
 - Phase 3: planning and development to support imaging and signatures for SAA and staffer users (in progress).

Coordinating and Testing Infrastructure Changes

The SAA provides the infrastructure on which FMIS operates, including the mainframe, the database, security hardware and software, and the telecommunications network. Activities for changes to the infrastructure include facilitating scheduling of changes and upgrades to this infrastructure, testing functionality prior to implementation, and validating critical functionality post implementation. During 2013, the Disbursing Office continued to work with the SAA to extend the life of existing FMIS applications to ensure ongoing support of Senate business processes given limited fiscal resources. This included upgrades to the Linux operating system and WebSphere application server to support Web FMIS and digital signing applications; upgrades to Microsoft SharePoint and the underlying SQL Server database, which supports the imaging and help functions of the system; as well as an upgrade of the DB2 database, which supports the FAMIS general ledger system, Web FMIS, and reporting functions. Additionally, Disbursing worked with the SAA to transition away from the use of DB2 Connect Server for FMIS-related applications and support, which eliminated its associated licensing and platform costs.

Administering the Disbursing Office's Local Area Network

Disbursing continued to administer its own local area network (LAN), which is separate from the network used by the rest of the Secretary's Office. It is used by over 50 staff. Upkeep of the LAN infrastructure, including performing routine daily tasks and replacing equipment regularly, is critical to providing financial services for the Senate. In addition, there are a number of specialized administrative applications that are housed on Disbursing's LAN. During 2013, LAN administration activities included:

- Performing maintenance on the LAN;
- Installing specialized software;
- Maintaining projects for the payroll and benefits section, including:
 - imaging system, developed by SAA and critical for the payroll and employee benefits sections, for electronically capturing and indexing payroll documents submitted at the front counter;
 - CLER application, a health insurance benefits validation service; and
 - retirement benefit software, which enables benefits counselors to easily estimate retirement benefits based on different scenarios;

- Replacing VPN hardware at the Alternate Computing Facility;
- Upgrading existing workstations with appropriate upgrades including:
 - imaging of critical PCs for easy recovery from hard disk crash or other PC failure;
 - deploying Virtual Machines to support critical systems that were not compatible with Windows 7; and
 - deploying Virtual Machines to test new patches and updates to support Web FMIS.

Managing the Disbursing Office's Continuity of Operations (COOP) Planning

Disaster recovery activities are an important part of Disbursing's COOP plan, and the Disbursing Office's IT section works closely with the SAA to coordinate planned exercises. During 2013, basic tests were performed to ensure recovery capabilities for financial systems including historically performed failover activities in addition to a failback of FMIS-related data.

ADMINISTRATIVE OFFICES

CHIEF COUNSEL FOR EMPLOYMENT

The Office of the Senate Chief Counsel for Employment (SCCE) is a nonpartisan office established at the direction of the Joint Leadership in 1993 after enactment of the Government Employee Rights Act (GERA), which allowed Senate employees to file claims of employment discrimination against Senate offices. With the enactment of the Congressional Accountability Act of 1995 (CAA), as amended, Senate offices became subject to the requirements, responsibilities, and obligations of 12 employment laws. The CAA also established the Office of Compliance (OOC). Among other things, the OOC accepts and processes legislative employees' complaints that their employer has violated the CAA.

The SCCE is charged with the legal defense of Senate offices in all employment law cases at both the administrative and court levels. The SCCE attorneys also provide legal advice to Senate offices about their obligations under employment laws. Accordingly, each of the employing offices of the Senate is an individual client of the SCCE, and each office maintains an attorney-client relationship with the SCCE.

The areas of responsibilities of the SCCE can be divided into the following categories:

- Litigation (defending Senate offices in courts and at administrative hearings);
- Mediations to resolve lawsuits;
- Court-ordered alternative dispute resolutions;
- Occupational Safety and Health Act (OSHA) compliance;
- Union drives, negotiations, and unfair labor practice charges ;
- Americans with Disabilities Act (ADA) compliance;
- Layoffs and office closings in compliance with the law;
- Management training regarding legal responsibilities; and
- Preventive legal advice.

Litigation, Mediation, and Alternative Dispute Resolutions

The SCCE provides legal advice to and defends Senate employing offices in court actions, hearings, proceedings, investigations and negotiations relating to labor and employment laws. The SCCE handles cases filed in the District of Columbia and cases filed in any of the 50 States.

Compliance with the OSHA and the ADA

The CAA mandates that at least once each Congress the OOC shall inspect each Senate office to determine whether each office complies with the OSHA and the public accommodation portion of the ADA. The CAA authorizes the OOC to issue a public citation to any office that is not in compliance.

The SCCE provides legal assistance and advice to each Senate office to ensure that it is complying with the OSHA and the ADA. The SCCE also represents each Senate office during the OOC inspections and advises and represents each Senate office when a complaint of an OSHA or ADA violation is filed against the office or when a citation is issued.

In 2013, the SCCE pre-inspected various Senate work areas to ensure that Senate offices are complying with the OSHA and the ADA.

At the conclusion of the OOC's inspection process, Senate offices had no significant ADA problems and no citations were issued in 2013.

Management Training Regarding Legal Responsibilities

The SCCE regularly conducts legal seminars for the managers of Senate offices to assist them in complying with employment laws, thereby reducing their liability.

In 2013, the SCCE gave 67 live legal seminars to Senate offices. These seminars included, among others:

- The Congressional Accountability Act of 1995: Management’s Rights and Obligations;
- The Staffer Said WHAT? The ABC’s of Conducting an Effective Harassment Investigation;
- The Americans with Disabilities Act: What Managers Must Know about Complying with the Law;
- The Fair Labor Standards Act: Understanding Overtime Pay and Equal Pay;
- The Family and Medical Leave Act: When Are Employees Entitled to Leave, and How Much do They Get?;
- Hiring the Best Employees, Part I: Identifying Red Flags in Résumés and Conducting Effective Interviews;
- Hiring the Best Employees, Part II: Conducting Background Checks, Searching Social Media, and Checking References; and
- Interns 360: Managing an Intern Program in Compliance with the Law.

The purpose of the seminars was to educate all Senate management staff about their responsibility to ensure that their respective offices comply with the CAA. The series was open to all chiefs of staff, staff directors, administrative directors, chief clerks, and office managers. Individuals who complete the series receive a certificate of completion signed by the Secretary of the Senate.

In recent years, the SCCE began offering electronic access to seminars, allowing State office managers to participate in Webinars, reducing the need for and expense of travel. The SCCE, working with the Senate Recording Studio and using video teleconferencing (VTC) equipment, enabled all State managers to participate in the seminars and enabled the managers of the Washington, DC offices to view the seminars from their offices. The SCCE also uses the VTC equipment to conduct harassment seminars for State offices. In addition, the SCCE rebroadcasts its monthly seminars upon request on the SCCE website to accommodate managers who were unable to attend the initial seminars. Further, the SCCE online registration technology was used extensively by Senate management staff in 2013 to register online for attending the seminars in the series.

In addition to the above seminars, the SCCE presented Webinars that Senate management views at their convenience, and harassment Webinars that Senate management requires all new hires to view.

The SCCE also held eight 1-hour lunchtime meetings, referred to as “Brownie Brown Bags,” open to all office managers, administrative directors, and chief clerks. The Brownie Brown Bags provide attendees with an informal forum to discuss legal issues and legal developments. These meetings have been very well received and very well attended.

Legal Advice

The SCCE meets daily with members, chiefs of staff, administrative directors, office managers, staff directors, chief clerks, and counsel at their request to provide legal advice. For example, on a daily basis, the SCCE advises Senate offices on matters such as disciplining and terminating employees in compliance with the law; handling and investigating harassment complaints; accommodating individuals with disabilities; determining wage law requirements; meeting the requirements of the Family and Medical Leave Act; management’s rights and obligations under union laws and the OSHA; management’s obligation to give leave to employees for military service; veterans’ rights; and interviewing, hiring, and counseling employees. In 2013, the SCCE had over 2,740 client legal advice meetings.

Also, the SCCE provides legal assistance to Senate offices to ensure that their office policies, supervisors’ policies, intern policies, job descriptions, interviewing guidelines, and performance evaluation forms comply with the law. In 2013, the SCCE significantly revised or prepared 225 policy manuals for member offices and committees.

Finally, to keep clients abreast of legal developments, the SCCE prepares and distributes timely client alerts to all Senate offices and committees explaining the impact of newly enacted employment-related laws.

E-Discovery

The SCCE attorneys have developed a particular expertise in identifying, preserving, and culling electronic documents. Although the SCCE developed and uses this expertise for litigation purposes, several Senate offices have used the SCCE’s

expertise in this area to identify, preserve, and cull electronic documents they need for purposes other than litigation. By relying on the SCCE, these Senate offices have been able to identify and preserve electronic documents they were not otherwise able to find and use for investigation purposes unless they retained a consultant.

CONSERVATION AND PRESERVATION

The Office of Conservation and Preservation develops and coordinates programs directly related to the conservation and preservation of Senate records and materials for which the Secretary of the Senate has statutory and other authority. Initiatives include deacidification of paper and prints, phased conservation for books and documents, replacement of *Congressional Serial Set* maps (the *Serial Set* contains all House and Senate documents and reports), collection surveys, exhibits, and matting and framing for the Senate leadership.

Senate Library

The Senate Library sent 564 books to the library binding section of Government Printing Office (GPO) for binding. GPO has been returning books to the Senate Library on schedule. The Office of Conservation and Preservation assists the Senate Library with technical issues involving books being sent and returned from GPO to ensure the quality of services provided.

Conservation and Preservation will continue training eight Senate Library staff members to repair Senate Library materials. The Senate Library staff repaired 331 *Congressional Records* and *Serial Set* volumes.

The office has repaired, scanned, and replaced 54 large maps from seven volumes of the *Serial Set*. The originals are too fragile to be used and will be stored.

Preservation

The Office of Conservation and Preservation completed 49 volumes of House and Senate hearings and *Congressional Records* for the Senate Library. These books were re-bound with new end sheets and new covers, using the old spines when possible. The office also fabricated a slipcase for a collection of *Serial Set* maps.

Committees

Conservation and Preservation assisted the Committee on the Budget, Select Committee on Ethics, Veterans' Affairs Committee, Historical Office, Legislative Counsel, Joint Committee on Taxation, and Joint Economic Committee with books sent to the GPO for binding. The office matted and gold embossed 430 official photographs from the 57th Presidential Inauguration. In addition, 29 photos of chairmen and committee members were matted and embossed to reflect changes in committee leadership for the 113th Congress.

Cost Savings

The office continues to incorporate the use of lower-cost molding that will result in savings of \$3,000 to \$3,700 per year. Training of Senate Library staff to repair bound copies of the *Congressional Record* reduces the need for contract support for book binding and repair. Conservation and Preservation worked with the Senate curators to replace portrait signage in the Capitol using in-house sources, resulting in a significant savings by eliminating the need to use outside contractors. The office is currently working with other offices to utilize in-house resources to meet their needs.

CURATOR

The Office of Senate Curator, on behalf of the Senate Commission on Art, develops and implements the museum and preservation programs for the United States Senate. The Curator collects, preserves, and interprets the Senate's fine and decorative arts, historic objects, and specific architectural features; and the Curator exercises supervisory responsibility for the historic chambers in the Capitol under the jurisdiction of the Commission. Through exhibitions, publications, and other programs, the Curator educates the public about the Senate and its collections.

Collections: Commissions, Acquisitions, and Management

Four hundred forty-one objects were accessioned into the Senate Collection this year. A large number of the items catalogued included tickets, invitations, programs, and other ephemera related to recent events in which the Senate participated, most notably from the 2013 Presidential Inauguration. The Curator's Office actively collects contemporary artifacts in an effort to preserve and document the present for future generations. Other items added to the collection included 300 con-

tainers (inkwells, sanders, and liners) associated with the historic Senate Chamber desks; seven gallery passes; five armchairs and four sofas made for the Senate Chamber in 1900; two stereographs; and an early 19th-century cylinder-fall desk and a glass-front bookcase associated with the Supreme Court when it met in the U.S. Capitol.

The office catalogued 39 objects into the Architectural Fragment Collection, which comprises original, significant, or unique objects or building fabric from Senate spaces. Recent additions to the collection extend the collecting scope beyond the Capitol and include decorative elements from the Russell and Dirksen office buildings. The collection was established to better understand the architecture, ornamentation, and decoration of Senate spaces within the Capitol complex; to serve as a resource for historic reconstructions; and to enhance knowledge of the Senate.

Twenty-four new foreign gifts were reported to the Select Committee on Ethics and deposited with the Curator's Office, in accordance with the Foreign Gifts and Decorations Act. Disposition of 36 foreign gifts was completed following established protocol.

In keeping with scheduled procedures, all Senate Collection objects on display were inventoried this year, noting any changes in location. In addition, as directed by S. Res. 178 (108th Congress, 1st session), the office submitted inventories of the art and historic furnishings in the Senate to the Senate Committee on Rules and Administration (Rules Committee). The inventories, which are submitted every 6 months, are compiled by the Curator's Office with assistance from the Senate Sergeant at Arms (SAA) and the Architect of the Capitol's Superintendent of Senate Office Buildings (AOC Superintendent). Additionally, the Commission and Rules Committee approved guidelines for Senate historic furnishings. The Senate Curator's internally used Collections Management Policy is consistent with these guidelines. Over one thousand historic engravings and prints were rehoused and relocated to the Curator's climate-controlled paper storage room, located in the Capitol Visitor Center (CVC), which maintains a cooler temperature for paper-based collections. The move improves the care of the images by providing sturdier protection, inspection of both the front and back of the objects, and easier access to the collection. More than 1,600 ephemera artifacts also were transferred into the climate-controlled CVC storage room. Additionally, 56 foreign gifts were moved to another Curator's storage space that provides increased security and an improved environment for long-term preservation. Ongoing efforts to photograph collection objects continued, and the resulting images were added to the collection database.

Staff worked with the Senate Photo Studio and the AOC Photography Branch to capture special events and projects, including moving art, photographing objects, and documenting restoration. These images are important for recordkeeping; disaster preparedness; use on Senate.gov, the Senate's website; and publications highlighting the Senate's collections.

The most significant addition to the collection this year was the acquisition of a graphite on paper sketch by Constantino Brumidi, one of only two known pencil sketches by the artist that still exist. Created by Brumidi in preparation for his mural in the lunette on the south wall of the Senate Reception Room, the sketch depicts George Washington, John Adams, and Thomas Jefferson seated together and flanked by two rondels with portraits of James Madison and James Monroe. The drawing documents the artist's original plan to illustrate portraits of the first 16 Presidents in the room. Brumidi modified the scene before painting the final fresco, substituting Alexander Hamilton for Adams, thus representing Washington and his two principal cabinet officers—Jefferson and Hamilton. While Brumidi worked in the Reception Room for over 20 years, he never completed his elaborate plans for the space, and this is the only historical scene he painted in the room.

The office continued to advance the preservation and documentation of the historic Russell Senate Office Building furnishings through several initiatives this year. Chief among them was the advancement of educational initiatives aimed at informing Senate staff about the history of the furnishings. The program is important, as only 33 percent of the original 3,109 furnishings made for the Russell Building remain in the Senate. Regarding documentation, the yearly occupant inventory of the Russell flat-top desks was conducted and the results were added to the Curator's database, thus recording the use and location of the remaining 63 historic desks. Efforts continue to locate and document Russell furnishings in other collections.

Conservation and Restoration

Providing for the conservation needs of the Senate's historic collections is a priority. In 2013 a 5-year program was implemented to improve the preservation and care of the Senate Chamber desks and other historic furnishings in the Senate's

public and ceremonial spaces. The project was divided between two conservation studios in order to accomplish as much of the on-site care and treatment as possible during the August State work period. Conservators evaluated the condition of each of the 100 Senate Chamber desks and 30 other historical objects in use. The findings were recorded in the Curator's database, allowing staff to prioritize treatment needs. Conservators completed necessary repairs, cleaning, and other routine care. During the first year, treatment of the Senate Chamber desks included repairs to broken or cracked feet, warped lids, and chipped or severely damaged finish, and replacement of wood losses. The desk in the Vice President's Ceremonial Office received extensive treatment, and the largest Senate Reception Room bench required repairs to two legs. Yearly examinations, care and cleaning, and repairs to new damage will ensure the long-term preservation and appearance of the Senate's historic objects.

The 5-year care program also allows for more extensive treatment of the historic furnishings at the conservators' studios. This year, two objects were sent out for treatment: the case for the floor clock in Vice President's Ceremonial Office and an armchair from the set of chairs and sofas currently in the main corridor of the Senate wing and used in the Senate Chamber from 1900 to 1949. Both objects required extensive cleaning and improvements to the finish. The clock case also needed repairs to replace missing wood and hardware. The conservator provided a report on microscopic analysis of finish samples from the armchair and recommendations for re-upholstery procedures that will improve preservation. The Senate Curator's Office plans to collaborate with the SAA's Capitol Facilities Office to re-upholster the set, as well as have the remaining pieces repaired and refinished according to the treatment protocol developed by the conservator. The goal of treatment is to return this historic furniture to its appearance when it was in the Senate Chamber, while preserving as much original material as possible.

The project to clean and repair the metal inkwells with glass liners and glass sanders associated with the historic Senate Chamber desks began this year. The containers, manufactured in the 1930s, are no longer used as originally intended and show signs of deterioration. The inkwells have a significant amount of corrosion and many of the hinges are loose or detached and require structural reinforcement, repair, and, in some cases, soldering. The glass liners and sanders require significant cleaning to remove dried ink and other corrosive substances. Treatment includes cleaning and stabilization, while preserving the original object as manufactured. The work is being conducted at a local studio during Senate State work periods. Half of the project was completed in 2013. Thus far the project is ahead of schedule and under budget.

Taking advantage of Architect of the Capitol (AOC) restoration projects, the office coordinated the conservation of two historic 19th century over-mantel mirrors. As part of the mirror project, a protective plinth was installed to keep the mantel clock and display items from damaging the frame, to minimize contact with anything spilled on the mantel, and to reduce abrasions on the lower rail caused by dusting the mantel. Another way the office works to protect the mirror frame is by sending an information letter to new occupants of rooms with historic mirrors.

The collection of historic clocks displayed in the Senate wing of the Capitol receive regularly scheduled care and repairs. This year, the floor clock in the President's Room, the French mantel clock in the SAA's office, the historic calendar clock in the Secretary's office, the "Ohio" clock, and the shelf clock in the Old Senate Chamber all received care to keep them properly lubricated, timed, and cleaned. The mechanism for a floor clock was sent to a clock conservation specialist for treatment at the beginning of August, at the same time as treatment began on the clock case. The dials, hands, weights, bells, and movement all required cleaning and care. In early December, the case and the mechanisms were returned to the Capitol and the clock was reassembled in working order by the clock conservator.

Conservation treatments were carried out in 2013 to prepare for or improve the display of artwork in the Capitol. Four oil on canvas Brumidi sketches were professionally glazed by a conservator and installed in the Trophy Room on the first floor of the Capitol. A conservator cleaned the bust of George Washington that previously was exhibited outside the LBJ Room. The bust is scheduled to be displayed in front of the President's Room, and the conservator also reviewed and approved a mount maker's design to secure the bust on the marble pedestal. The pedestal is currently being fabricated and will be completed and installed in 2014. With the conservator's help, the mount maker also designed and installed a new mount to keep the arrows in place for the *Eagle and Shield* sculpture in the Old Senate Chamber.

Staff of the Curator's Office continued to perform routine cleaning for objects on display according to a schedule established to prevent harmful or unsightly build-up of dust and grime. Repeatedly touching of an object can damage the patina of

the marble, requiring the specialized skills of conservators to clean. The conservator who cleaned the bust of Washington also treated the bust of Vice President James Sherman. A disfiguring stain along the side of the plinth where people rested their arms was removed, as well as other stains and dried paint drips.

In conjunction with the installation of new interpretive labels for the paintings in the Senate wing of the Capitol, a conservator removed old labels attached to 23 painting frames and repaired the holes and discolorations left in the gilding. This project was part of the ongoing program for on-site treatment of gilded frames. Other work included on-site frame work to address losses on two frames and critical consolidation on three other frames. One frame required extensive work to improve its appearance, which was done in the conservator's studio.

The Curator's Office identified a potential location for the installation of the circa 1857 Cornelius & Baker armorial gasolier in the Senate Collection. The fixture needs to be conserved and electrified in preparation for installation. The staff undertook extensive research into Cornelius & Baker's unique finishes, historic lighting conservation, and electrification of gasoliers. The office expects to initiate the project in 2014. All of the Senate extension's original chandeliers, with the exception of the chandelier in the President's Room, were removed in the late 19th century. The return of this armorial fixture offers an exciting opportunity to interpret the Capitol's historic lighting and for the public to see this rare Cornelius & Baker gasolier.

Historic Preservation

The Curator's Office continued to work closely with the AOC and SAA to review, comment, plan, and document Senate-side construction projects (many of which are long-term initiatives) that involve or affect historic resources. Such construction and conservation efforts this year included the Senate Reception Room restoration, Brumidi Corridors restoration, Senate-side plaster repairs, and the Small Senate Rotunda proposed restoration. Through this effort, the Curator's Office works to ensure that the highest preservation standards are applied to all Senate projects in the Capitol. The close working relationship fostered with the AOC historic preservation officer (HPO) and AOC curator has broadened the reach of curatorial review and strengthened preservation efforts. In an effort to formalize this collaboration and the dissemination of opinions, the Curator's Office and the AOC HPO drafted preservation guidelines that will require project review and written comment by the AOC and Senate preservationists for all projects submitted to the Senate Committee on Rules and Administration.

After assisting the AOC in moving toward a 5-year plan for finishing the Brumidi Corridors conservation, the Curator's Office worked with the AOC to establish an internal working group to consider the full scope of the corridor restoration and ensure that a consistent philosophy is applied. This group has addressed furnishings, signage, and protective measures to date. The Curator's Office took the lead on the issue of signage (honorary, current occupant, and historic overdoor cartouche) and conducted extensive research and drafted a comprehensive position statement.

Following the success of the Brumidi Corridor conservation effort, the Curator's Office assisted in the Senate Reception Room conservation. While a phased plan for wall conservation exists, the office has emphasized a need for a comprehensive plan that includes ceiling testing and conservation, mirror conservation, and door and window enframing restoration. In addition, the office has taken the lead in educating the Senate community on the significance of the space and the conservation work.

Historic Chambers

The Curator's staff continued to maintain the Old Senate and Old Supreme Court Chambers and coordinated periodic use of both rooms for special occasions. The staff worked with the U.S. Capitol Police and the SAA to record after-hours access to the historic chambers by current Members of Congress. One hundred and twenty-three requests were received from current members for after-hours access to the Old Senate and Old Supreme Court Chambers. Of special significance in the Old Senate Chamber were the re-enactment swearing-in ceremonies for senators elected to the 113th Congress, as well as four senators elected during the course of the Congress. In addition, a joint caucus was held in the Old Senate Chamber. Both historic chambers were used to support the 2013 Presidential Inauguration.

Loans to and from the Collection

A total of 54 historic objects and paintings are currently on loan to the Curator's Office on behalf of Senate leadership and officers in the Senate wing of the Capitol. The staff returned 12 loans, renewed loan agreements for 29 other objects, and acquired 2 new loans. Over 17 loans are projected to be renewed in 2014.

For the 2013 Presidential Inauguration, the office assisted the Joint Congressional Committee on Inaugural Ceremonies with coordinating the loan of a painting from the State Department, the eagle podium from the Daughters of the American Revolution, the Lincoln Bible from the Library of Congress, and Martin Luther King, Jr.'s personal Bible from the King Estate. The office was responsible for the management of all loan agreements and legal documentation associated with the loans, shipping arrangements, and installation of the objects.

Publications and Exhibitions

In the spring of 2014, the office is scheduled to publish the 150-page book, *"To Make Beautiful the Capitol": Rediscovering the Art of Constantino Brumidi*, which highlights the extensive conservation and recent scholarship on Brumidi's work in the Senate wing of the Capitol. The Office of Senate Curator utilized the resources of the AOC Photography Branch to generously illustrate the publication, and is working extensively with the Government Printing Office to coordinate the printing of the art book with over 160 color images of murals, collection objects, and historic graphics related to Brumidi.

Four educational brochures were reprinted for public distribution: *The Old Supreme Court Chamber 1810-1859*, *The Senate Vestibule*, *The President's Room*, and *The U.S. Senate Appropriations Committee*.

New interpretive labels were installed for the 49 paintings on display in the Senate wing of the Capitol. The labels were fabricated using in-house resources at minimal cost to the Senate in a collaborative effort coordinated by the Curator's Office with the assistance of the Secretary's Office of Conservation and Preservation and the Senate Gift Shop, the SAA's Printing and Graphics Office, as well as the AOC's Painting and Decorating Division and Carpentry Shop.

The office continued to increase its presence on Senate.gov by adding artifact pages and including new information to existing artifacts pages. Objects highlighted include the four Brumidi sketches, as well as several stereographs depicting Senate rooms and corridors. The office is currently developing a Web site featuring the Senate's collection of ephemera and historic artifacts, and the site is anticipated to be launched in 2014. The growing number of artifacts and virtual exhibits added to Senate.gov directly correlates to the increased number of inquiries received from the public, students, congressional staffers, and others regarding the Senate's collections. This effort supports the office mission to "make known the collection."

Collaborations, Educational Programs, and Events

Curator's staff assisted with numerous CVC-related projects throughout the year, including participating in the morning briefings to the Capitol Visitor's Services, conducting exhibit talks in the CVC for the public, reviewing exhibition text and images, and evaluating products and publications for the CVC Gift Shop.

The Curator's staff also gave lectures on the Senate's art and historical collections to various historical groups and art museums, as well as to members of the Capitol Police Chamber Division. The office continued to assist with the Secretary's Senate staff lecture and tour series. For *Unum*, the Secretary of the Senate's newsletter, the staff has created a regular series entitled "Artifacts & Oddities," which highlights old and new objects from the Senate Collection.

With approval of the Office of Senate Curator, the United States Postal Service released a "Forever" stamp on September 10, based on the Senate Collection image of the *Battle of Lake Erie* by William Henry Powell. The stamp commemorates the 200th anniversary of the War of 1812.

At the request of the Rules Committee, the Curator's Office worked with the staff of Senate Conservation and Preservation and Senate Historian to prepare a new exhibit for the Senate Dining Room in the Capitol Building. The exhibit features menus, photos, and coffee service sets associated with the Senate Dining Room over the years, and provides interesting historical information for diners waiting to be seated.

Office Administration and Automation

In 2013 the Senate Commission on Art empanelled the Senate Curatorial Advisory Board for the 113th Congress. This board, authorized by 2 USC §2108, is made up of experts in the fields of arts, historic preservation, and other appropriate fields, and provides expert advice and assistance to the Commission on Art in furtherance of its duties.

An office intranet was created that enables Curator staff to access quickly the most important legislative records, precedents, and official rules and policies relevant to the establishment and operation of the Senate Commission on Art. In addition, the intranet provides convenient access to more than 660 documents that detail the jurisdiction and authority of the Commission on Art, and the history of the

implementation of the Commission's duties. In addition, staff developed a new system to track office finances and contract fund disbursements.

In 2013 the Office of Senate Curator undertook efforts to reduce costs by having staff pack items for shipping when possible instead of hiring professional art handlers. This included paintings and small sculptures on loan, the sanders and inkwells for conservation, and retrofitting crates for reuse. The office was also able to consolidate several shipments with professional art handlers, which reduced the number of delivery stops and lowered the overall transportation and fuel costs.

Continuity of Operations (COOP) Planning

In 2013, in support of the Office of the Secretary's commitment to COOP programs, the Office of Senate Curator participated in building evacuation and relocation exercises carried out by the U.S. Capitol Police. A tabletop exercise, in conjunction with the AOC's staff, was conducted to better understand how the AOC responds to an emergency and to ensure that contact information is shared by all. The office updated the emergency preparedness database and made regular back-ups of the office's electronic records to store off-site in a secure location. Additionally, monthly tests of emergency notification, laptop remote access procedures, and monthly remote desktop access were conducted to facilitate staff preparedness in an emergency situation.

EDUCATION AND TRAINING

The Joint Office of Education and Training provides training and development opportunities for Senate staff in Washington, DC and the State offices. There are two branches within the office: Education and Training and Health Promotion. The Education and Training branch provides training for all Senate staff in areas such as management and leadership development; human resources management; legislative and staff information; new staff and intern orientation; and training support for approved software and equipment used in Washington, DC, and State offices. This branch also coordinates and provides major training events for State and DC staff.

Training is provided through instructor-led classes; one-on-one coaching sessions; specialized vendor-provided training; computer-based training; Webinars; video teleconferencing; informal training and support services; documentation, job aides and quickcards. The Learning Management System, which has over 3,000 staff accounts, provides Senate staff with a user-friendly method for finding and registering for classes.

Education and Training will continue to expand its online training options for Hill and State staff. The department is rolling out an Online Leadership curriculum for Senate managers and continues to work with its training partners to provide just-in-time training. Education and Training also successfully trained many offices on the use of the new Watson Unified Conferencing and Jabber Telepresence using a variety of learning methods, including online, documentation, classroom, and individual coaching.

The Health Promotion branch provides seminars, classes, and screenings on health and wellness. This branch also coordinates an annual health fair for all Senate employees and plans blood drives throughout the year.

Capitol Hill Training

The Office of Education and Training offered over 1,000 instructor-led and online classes and events in 2013, in which over 5,800 staff enrolled. This office's registration desk handled approximately 10,000 email and phone requests for training and documentation.

The office also provided customized training to 121 offices for over 800 staff members. These sessions included conflict resolution, organizational development, strategic planning, Senate office systems training, and meeting facilitation. Individual in-depth training to Senate office system administrators and management coaching was provided as well.

Education and Training coordinates the orientation program for aides to senators-elect and new administrative directors after every election. Twenty to 30 staff usually attend each of the eight sessions in this program. Once the senators had taken office, another 10 session orientation series for management, press and scheduling staff was held, and was attended by 15 to 20 staff.

The Senate's intern program is a focus of the office, which provides training for intern coordinators as well as 10 orientation and training sessions for approximately 1,500 interns throughout the year.

State Office Training

The Office of Education and Training provided learning opportunities to State offices for which over 300 State staff registered. To reduce travel costs for offices, Education and Training began offering virtual conferences in recent years. In 2013 the Virtual State Training Fair was attended by 32 State staff, and another 70 participated in the State Directors Forum and the Outreach Conference. Twenty different virtual sessions were offered at these two conferences. The Constituent Services Conference, held in DC, was attended by 42 State staff. Additionally, the office offers weekly video teleconferencing or webinar classes just for State staff. Each of these offerings is attended by anywhere from 10 to 50 staff.

The offices' online offerings include 5,000 self-paced-based training courses covering technical, performance and language skills and a research library of 19,900 publications. This allows staff in both DC and the States to take training at their convenience. This year, 398 DC and State office staff have registered and accessed 921 unique courses. During 2013, over 8,400 book pages had been accessed.

Education and Training also continues to develop job-specific training and resources for Senate staff. The office is currently identifying the job skills required for each position in member and committee offices to create a set of recommended classes for improving or learning those job skills.

Health Promotion

In the Health Promotion area, 450 staff participated in health promotion activities, including lung function and kidney screenings, blood drives, and seminars on health-related topics. Health Promotion also coordinates fee-based classes such as weight managements, yoga, and pilates to promote healthy lifestyles.

Cost Saving Measures

The Office of Education and Training has eliminated all printed announcements and calendars and has expanded its video teleconferencing and webinar offerings to include Washington, DC staff as well as State staff. Additional self-paced training modules allow State and DC staff to learn at their own time and place. The Learning Management System, created by Sergeant at Arms staff, eliminated the support costs of the commercially purchased system it replaced and provides a superior product.

GIFT SHOP

Since its establishment in 1992 (2 U.S.C. 121d), the Senate Gift Shop has continued to provide outstanding service and products that maintain the integrity of the Senate while increasing the public's awareness of its mission and history. The Gift Shop serves Senators and their spouses, staff, constituents, and the many visitors to the U.S. Capitol complex. The products available include a wide range of fine gift items, collectables, and souvenirs, many created exclusively for the U.S. Senate.

Facilities

In addition to providing products and services from three physical locations, the Gift Shop has an online presence on Webster. The Capitol Kiosk temporarily closed at the end of January 2013 to accommodate continued restoration of the Brumidi Corridors. The Web site offers an increasing selection of products that can be purchased by phone, email, or by printing and faxing the order form provided on the site. Along with offering over-the-counter and walk-in sales, as well as limited intranet services, the Gift Shop administrative office provides mail order service as well as special order and catalogue sales.

The Gift Shop maintains two warehouse facilities. The bulk of the Gift Shop's stock is held in the Senate Storage Facility (SSF), an offsite warehouse. While the Senate Sergeant at Arms (SAA) is in charge of the overall management of the SSF, the director of the Gift Shop has responsibility for the operation and oversight of the interior spaces assigned for Gift Shop use. Storing inventory in this centralized, climate-controlled facility provides protection for the Gift Shop's valuable inventory in terms of physical security as well as improved shelf life for perishable and non-perishable items alike.

The second Gift Shop warehouse is maintained within the Capitol complex. This facility serves as the point of distribution of merchandise to the Gift Shop store and the Capitol Gift Shop counter, both of which have limited storage space. This warehouse accommodates the Gift Shop's receiving, shipping, and engraving departments, as well as supplying the inventory sold through the administrative and special order office.

Sales Activities

Sales recorded for fiscal year 2013 were \$1,372,279. Cost of goods sold during this same period was \$1,111,894, accounting for a gross profit on sales of \$260,385.

The Senate Gift Shop maintains a revolving fund and a record of inventory purchased for resale. As of October 1, 2012, the balance in the revolving fund was \$4,137,132. The inventory purchased for resale had an end of the year value of \$2,427,187.

Environmental Fair and Senate Service Expo

The Gift Shop participated in the 2013 U.S. Senate Environmental and Energy Fairs sponsored by the Architect of the Capitol. Environmentally friendly products that were displayed included wooden flag and desk boxes, wooden pens, custom-designed wrapping paper produced from recycled paper, aluminum water bottles, BPA-free water bottles, biodegradable travel mugs, and a travel mug produced from 100 percent U.S. natural corn products. The Senate Gift Shop was also part of the Senate Service Expo where Senate staff were able to learn about the wide range of services available, including engraving, customized merchandise, bulk orders, and more.

Continuity of Operations (COOP) Planning

Under the auspices of the Office of Senate Security, the Senate Gift Shop participated in an off-site exercise designed to measure preparedness to work off-site. Additional material was added to the Fly Away Kit based on the results of this exercise. The Senate Gift Shop also prepared a plan to cope with the possibility of a flu pandemic.

Selected Accomplishments in Fiscal Year 2013

Official Congressional Holiday Ornaments

The Official 2013 Congressional Holiday Ornament was introduced in September 2013. The ornament takes its inspiration from the Old Senate Chamber and the meticulous restoration that took place there. Working with the Curator's Office, the Gift Shop was able to salvage and incorporate pieces of the red draperies that had previously hung in the Old Senate Chamber since 1976 within the ornament's design.

Sales of the 2013 holiday ornament exceeded 21,000 ornaments of which almost 6,400 were personalized with engravings designed, proofed, and etched by the Senate Gift Shop staff. This highly successful effort was made possible by the combined efforts of the administrative, engraving, and store staff. Consistent with past practice, a transfer of \$40,000 to the Senate Employees Child Care Center was made based on the annual sales of the Congressional Holiday Ornament (see 2 U.S.C. 121d(3)).

Webster Site

The Senate Gift Shop's website continues to expand with the addition of new merchandise, photographed by the Senate Photo Studio. Product descriptions are written in-house.

The Gift Shop contributes an article highlighting products and services to each issue of the Secretary's *Unum* newsletter. In turn, the website links to the electronic version of *Unum*, a practice that has increased traffic to the website and is responsible for an increase in the use of Gift Shop services by State offices.

Projects Recently Produced and New Initiatives for 2014

Capitol Visitor Center and Other Venues

The Senate Gift Shop continues to supply the Capitol Visitor Center and the House Gift Shop with a wide variety of inventory product, offering service when needed and advice on purchase order, invoice, and operational processes. This year the Senate Gift Shop expanded on this service, providing merchandise and promoting the art and architecture of the U.S. Capitol to other cultural institutions including the National Archives, the John F Kennedy Center for the Performing Arts, Eastern National and the Lake Erie Maritime Museum. We will continue to expand this operation in fiscal year 2014.

Congressional Plate Series

The latest 8 year, four-plate series of the 112th, 113th, 114th, and 115th Congresses has been produced. The 112th and 113th plates are currently being offered for sale. The plates for each of the future Congresses will be made available during that respective congressional session. The designs depict art and architecture from four of the most historically significant rooms in the Capitol: the Senate Appropria-

tions Room, Old Senate Chamber, Old Supreme Court Chamber, and President's Room.

Laser Engraver

The laser engraver has allowed the Senate Gift Shop to meet customer demand by expanding engraving services to include additional materials such as wood, acrylic, glass, plastic, stone, marking metals, and anodized aluminum. We were also able to purchase stock merchandise for resale from a number of vendors and brand the merchandise with Senate logos or architectural motifs from the U.S. Capitol. Previously, crystal and glass items could not be personalized without being sent offsite at additional cost. The laser engraver has been used for special projects: for the Curator's office, the Gift Shop created signage for the Vice Presidential busts and for assorted artwork. The laser engraver has also been used regularly on behalf of the Conservation and Preservation Office.

Special Orders

The administrative office coordinated over 1,300 special orders during fiscal year 2013 consisting of engraving projects and custom orders of merchandise including mugs, binders, cufflinks, etc., for a total of 44,521 units.

Capitol Kiosk

Gift Shop staff worked with the Curator's Office and SAA's Capitol Facilities to design a new Capitol Kiosk. The design is both compact and utilitarian, allowing for a better viewing of the Brumidi artwork in the area and for a better display of the selected Senate Gift Shop merchandise.

HISTORICAL OFFICE

Serving as the Senate's institutional memory, the Historical Office collects and provides information on important events, precedents, dates, statistics, and historical comparisons of current and past Senate activities for use by members and staff, the media, scholars, and the general public. The archivists advise Senators, officers, and committees on cost-effective disposition of their noncurrent office files and assist researchers in identifying Senate-related source materials. The historians keep extensive biographical, bibliographical, photographic, and archival information on the nearly 2,000 former and current senators. The staff edits for publication historically significant transcripts and minutes of selected Senate committees and party organizations, and conducts oral history interviews with senators and Senate staff. The historians offer special talks and tours to inform senators and Senate staff about important historical events, the history of the Capitol, and the Senate's institutional development. The photo historian maintains a collection of approximately 40,000 still pictures that includes photographs and illustrations of Senate committees and nearly all former Senators. The Office staff also develops and maintains all historical material on the Senate website, providing educational outreach through email and Twitter.

Research, Writing, and Editorial Projects

Social Media

In June 2013 the Historical Office launched a Twitter account as a way to expand the audience for Senate history. Daily tweets help raise awareness of the considerable resources available on Senate.gov to Senate staff, students, teachers, researchers, reporters, and the public. @SenateHistory highlights Senate-related events that occurred "on this day" in history, features specific Web pages and collections, and announces new material and information posted on Senate.gov. The Historical Office sent an average of almost 13 tweets a week, had more than 75 percent of those tweets retweeted, and gained 2,000 followers, which has increased traffic to the Senate Web site. Compiling information and material for tweets has also helped in refining and editing existing material, as well as developing new content for the Web site.

"Historical Series" of the Senate Foreign Relations Committee

The historians continued the ongoing project to prepare the executive transcripts of the Senate Foreign Relations Committee (SFRC) for publication. Both to work more efficiently and to create digital copies of the hearings, secure equipment was set up in the Office of Senate Security, where the assistant historian has scanned closed transcripts from the year 1969 which will appear as volume XXI of the "Historical Series" of SFRC. She is now editing the transcripts for declassification and publication.

Sesquicentennial of the Civil War

In connection with the ongoing commemoration of the 150th anniversary of the Civil War, the Historical Office continued to post monthly features relating to the Senate's Civil War experiences on the Senate.gov. The historians also worked with the Capitol Visitor Center's staff in selecting items for display related to the Civil War and Reconstruction. The historians have developed and led special Capitol tours to highlight historic spaces, events, and personalities associated with the Senate's Civil War experience as well as providing brown bag lunch talks on the topic.

Documentary Histories of the U.S. Senate

The Historical Office continued its work on this online documentary history series, which presents case studies and primary-source documentation for all contested Senate elections, censure, and expulsion cases; impeachment trials; and major investigations. Intended for use by the Senate and the general public, these documentary histories are particularly valuable for teachers seeking to include primary-source documents in their lesson plans. This project also allows the Historical Office to update case studies of past events and add recent case studies, eliminating the need for new print editions of past publications, reducing costs and paper use. Completed case studies in three categories (contested elections, censures, and expulsions) of this five-part project are now included on the Senate Web site, with new revisions and updated cases added periodically. In addition, multiple case studies in the remaining two categories (impeachment trials and investigations) are now completed and online, with more to follow in the year ahead. The incorporation of more images, audio clips, and historic video footage further enhances the interest and usefulness of the site for teachers and students.

Administrative History of the Senate

The associate historian continued preparing a historical account of the Senate's administrative evolution since 1789. This ongoing study traces the development of the offices of the Secretary of the Senate, the Sergeant at Arms, and the Senate's administrative infrastructure. It explores 19th and 20th-century reforms that resulted in reorganization and professionalization of Senate staff, and examines how the Senate's administrative structure has developed and evolved.

Rules of the United States Senate, Since 1789

In 1980, Senate parliamentarian emeritus Floyd M. Riddick, at the direction of the Senate Committee on Rules and Administration, prepared a publication containing the eight codes of rules that the Senate adopted between 1789 and 1979. In the 1990s, the Senate Historical Office staff developed a project to incorporate into the eight codes of rules an explanation of how and why the Senate's current rules evolved from earlier versions. The Senate's historian emeritus continues to work on this project, which will include the original text of all standing rules and, for the first time in one publication, all changes adopted between each codification.

Biographical Directory of the U.S. Congress, 1774–present

The Historical Office regularly updates the *Biographical Directory of the U.S. Congress*, adding biographical entries for new Senators, making sure that entries for sitting Senators are current and accurate, and incorporating new bibliographical citations for former Senators. The Senate historians work in tandem with the historical staff of the House of Representatives to maintain accuracy and consistency in this joint Senate-House database, and to promote this valuable resource among historians, teachers, students, and the public. The Senate archivist and her deputies expand and revise the "Research Collections" aspect of the database, taking advantage of new resources on archival collections.

Party Conference Minutes, 1965–1977

The Historical Office previously edited, indexed, and published the minutes of the Senate Democratic and Republican Conferences covering the years prior to 1964, and is currently preparing a similar volume for the Democratic Conference including its minutes from 1965 to 1977. Beginning in 1973, verbatim transcripts were prepared for each Conference meeting, considerably enlarging the documentation. This project has involved scanning and editing 2,869 pages of transcripts for 102 meetings of the Conference and inclusion of an index and explanatory annotations. With the approval of the Conference, the minutes will be published, and a similar editorial project is being pursued for the Republican Conference minutes for this time period. The office has scanned an additional 3,115 pages of transcripts for the 73 conferences between 1977 and 1982 for future publication.

Dirksen Senate Office Building Exhibits

Senate historians have worked with the Senate Curator and the Senate Library staffs on new exhibits for the entranceway to G-50 in the Dirksen Building. This year's exhibits detailed the types of committee rooms in which the Senate has conducted hearings, in the Capitol and the Senate office buildings, and the notable investigations that Senators have carried out. Quick Response (QR) codes are being added to the exhibit cases to enable visitors to connect to additional information on the Senate's Web site.

Oral History Program

The historians conduct oral history interviews to record personal recollections of Senators, officers, and Senate staff members who reflect on their careers and experiences. Over the past year, interviews were conducted with Larry Bageant, who ran the mail operations for five Republican and Democratic Senators; Burton V. Wides, who served on the staff of Senator Phil Hart; Jane Calderwood, former legislative assistant and chief of staff to Senator Olympia Snowe; Julie Price and Ellen Blakeman, two of the Senate's first female pages; Mary DeOreo, who served as an investigator on the Watergate and Church Committees and the Judiciary Committee; Scott McGeary, a page who served under the patronage of four Democratic and Republican Senators; Rohit Kumar, former domestic policy advisor and deputy chief of staff to Republican Leader Mitch McConnell; and David Hoppe, former chief of staff for Republican Whip Jon Kyl.

These interviews have opened for research: Charles Ferris, former staff director of the Democratic Policy Committee; Rufus Edmisten, former staff of Senator Sam Ervin and deputy counsel for the Senate Watergate Committee; and Elizabeth Lethworth, former Republican Party secretary.

The complete transcripts of 44 interviews conducted since 1976 have been posted on Senate.gov, the Senate Web site. The Web site now features a different collection of oral history interviews each month and includes images and audio clips with the interview transcripts. The Historical Office has worked with the National Archives and Records Administration to digitize recordings of past oral history interviews previously archived on magnetic tape for both preservation and presentation purposes. Many issues of *Unum*, the Secretary of the Senate's newsletter, have included a feature titled "Senate Voices," which excerpts the oral histories, focusing on different subjects.

Member Services

Educational Outreach

The historian and associate historian delivered a series of "Senate Historical Minutes" at the weekly Democratic and Republican Conference luncheons. These "minutes" highlighted significant events and personalities associated with the Senate's institutional development. Many of them are now included on Senate.gov as "Senate Stories." The historian and associate historian also provided special tours to members and their staff, highlighting the historic significance of specific rooms and spaces of the Capitol.

Members' Records Management and Disposition Assistance

The Senate Archivist began meeting with all Senators' offices that will be closing either before or at the end of the 113th Congress to provide guidance on archiving their records. This service includes a "closing an office" notebook that features a closing timeline and quick cards on topics ranging from selecting a repository and inventorying a collection, to how to donate a collection. Following these meetings, some retiring Senators have hired professional archivists to assist with preparing their records for archival preservation, while others have assigned dedicated staff to perform this work. The Senate archivist provides a ready source for troubleshooting on archival issues as the offices are closing, a process that has grown increasingly complex with electronic records and the many forms they take.

Of the 11 Senators who have left or plan to leave office by the end of the 113th Congress, five have selected a repository for their papers, four are in the process of doing so, and two have retained their records personally. Because these collections have large digital components, the members who are retaining their electronic records for the time being were provided with electronic records preservation guidance to follow until they are ready to donate the collections to a research institution.

Senators are frequent users of portable communications devices and their offices are making use of social media. YouTube, Facebook, and Twitter are the most popular, but Senate offices are moving into such other platforms as Instagram, Tumblr, and Pinterest. The archivists have produced new guidance for systems administrators to address the archiving issues raised by these devices and systems. Informa-

tion gathered during the briefings on closing offices and from meetings with new offices was used to produce the second and third editions of the Senator's Office Archives Toolkit, which has proved popular with both new and established offices. The Records Management Disposition Schedule was revised to incorporate new formats. The archivists urge members to preserve their email and texts in order to preserve a full record of their Senate service.

The archivists have also been working with the Senate Technology Assessment Group (TAG) on evaluating available tools for social media preservation. This has been necessary because some of the tools are fee-based or require administrative access to the specific account in order to implement platform-specific APIs (Application Programming Interface that specifies how software components should interact). TAG membership has made the project a high priority and formed a working group to determine requirements and investigate the options. The goal is to provide either a specific option or a suite of options that will meet Senators' needs and adhere to archival best practices.

The Senate archivists hosted lunchtime discussions and individual meetings for staff directors, administrative directors, archivists, and systems administrators on committees and personal staffs on such themes as "What New Offices Need to Know about Archiving," "What Shall We Keep?," and "Preserving the Senate's History in Times of Change." This last session was filmed and abstracted and is available of the Secretary's site on Webster. The archivists began a new initiative to include systems administrators in the archival meetings and have promoted the benefits of offices creating an "archiving team" that includes the systems administrator.

The archivists' listserv continues to be a major means for updating staff with records management and archival guidance. The Senate archivists also work with the repositories that receive senatorial collections to promote adequacy of documentation and proper inventorying and formatting of records prior to transfer. As a result, the majority of Senators' collections have been inventoried before shipment to the repository that will preserve them.

Outreach to members' spouses was initiated through a special briefing for the Senate spouses group on "Five Things Every Spouse Should Know about the Senator's Archives." This was followed by an Archival Treasures Open House at the Center for Legislative Archives, designed to advise Senate families that they, too, have a role to play in preserving Senate history.

Committee Records Management and Disposition Assistance

Senate Rule XI(2) directs that "the Secretary of the Senate shall obtain at the close of each Congress all the noncurrent records of the Senate and of each Senate committee and transfer them to the National Archives for preservation." During 2013, the Senate transferred 1,700.3 cubic feet and 3.1 terabytes of electronic records to the Center for Legislative Archives. Senate archivists achieved this result by providing Senate committees with guidance for records management, preservation of electronic records, records appraisal and accessioning, and questions of access.

Senate archivists continued to concentrate on the backlog of committees' electronic records, which date back 20 years. They encouraged committee staffs to adopt "best practices" for electronic records management and to sustain those practices moving forward. The Senate archivist continues to communicate with committee staff on an ongoing basis. Sixteen of the Senate's 17 standing committees have begun to preserve their electronic records. The archivist is also working with the Select Committee on Intelligence to prepare for archiving classified electronic records, and is expecting to begin this process during 2014. Preservation of electronic records continues to be a challenge due to the rate of staff turnover and the need for constant outreach and persuasion.

Because electronic records archiving has been more consistent for those committees with archivists on their staff, the Senate archivist continues to encourage committees to hire a professional archivist. Committee archivists are on the scene and able to respond immediately when staff members depart and can provide contextual information for the accessioning process. Recently, however, some of the committee archivist positions have been lost due to budget cuts. The Senate archivists are currently handling the preservation of electronic records for eight committees until those committees can either create or reinstitute their own archival positions.

In order to create an online catalog of Senate records at the National Archives, the archivists have worked with the Center for Legislative Archives' descriptive archivist to create an accessions form that adequately describes modern electronic records.

Advisory Committee on the Records of Congress

This 11-member permanent committee, established in 1990 by Public Law 101-509, meets semiannually to advise the Senate, the House of Representatives, and the Archivist of the United States on the management and preservation of the records of Congress. By law, the committee is required to report to Congress every 6 years on the status of Congress' and members' archival records. The Senate archivist serves as principal liaison to the committee.

The Senate archivist served as lead editor of the *Fifth Report of the Advisory Committee*. This report recommends that committees hire professional archivists/records managers to improve preservation of committee electronic records; that the Senate archivists build strong bridges with the Senate IT community; and that Senate leaders continue to promote archiving and serve as examples for Members of the Senate.

Photo Collections

The Senate photo historian continued to ensure history-focused photographic coverage of the contemporary Senate by photographing Senate committees, collecting formal photo portraits of new and departing Senators, and capturing significant Senate events in cooperation with the Senate Photo Studio. She provided timely photographic reference service by phone and email, while cataloging, digitizing, and expanding the office's 40,000-item image collection.

Continuity of Operations (COOP) Planning

The Historical Office's COOP action officer and emergency coordinator continued to update the office's COOP plan in the LDRPS (Living Disaster Recovery Planning System) and make back-ups of the office's electronic records for off-site storage. The COOP action officer also trained summer interns in the office's emergency evacuation procedures in addition to regularly updating staff members' contact information in the ALERTS system, attending relevant emergency preparedness training, and leading the office in shelter in place and internal relocation drills.

Educational Outreach

The Historical Office's contact with the general public increasingly occurs through the Senate's Web site. In anticipation of such contact, the historians frequently update the Web site with timely references and historical information, and each month they select relevant and timely material to be featured on the site. During the past year, the office responded to more than 1,200 inquiries from the public, the news media, students, genealogists, congressional staff, teachers, and scholars through the public email link, in addition to daily requests by phone from staff, the media, and the public. The diverse nature of these questions reflects varying levels of interest in Senate operations, institutional history, and former members.

Working with the Office of Web Technology, the historians and the historical writer continued to revise and update all of the principal pages of the Web site to better utilize the online environment to provide timely, accurate, and interesting historical material. Over the past year, monthly features have focused on Black History Month, Women's History Month, classic Senate speeches, the 40th anniversary of the Watergate investigation, the "Idea of the Senate," and the centennial of the direct election of Senators, to name a few. New archival documents were featured, historic photographs were included, and audio and video clips further enhanced the historical pages. The online collection of "historical minutes" was expanded and revised as "Senate Stories" to make these valuable features more interesting and easier to navigate.

The historians offered talks, tours, and seminars on the general history of the Senate and launched a new "brown bag lunch" series with talks by the associate historian on "Margaret Chase Smith: Senate Pioneer" and "Beyond the Caning: The Rest of the Charles Sumner Story," and a talk by the assistant historian titled "The Senate's Civil War Accomplishments." On September 17, 2013, the historians joined forces with the Center for Legislative Archives to present a special Constitution Day program, "Amending the Constitution: One Hundred Years of Direct Election of Senators," for Senators, staff, and visiting students and teachers. Throughout the year, the historians participated in Senate staff seminars, conducted briefings for specially scheduled groups, and met with visitors, teachers, and students.

Capitol Visitor Center

The historians continued to provide information and guidance to the staff of the Capitol Visitor Center (CVC) related to the educational component of the exhibition gallery. On a regular basis, the historians provided training and informative talks for the Capitol Guide Service, the CVC visitor assistants, and other CVC staff. They gave morning briefings to the Capitol Guide Service, advised volunteers and staff

giving exhibit talks in the CVC, contributed to the training of visitor assistants who guide visitors through the exhibition gallery, and consulted with the CVC staff on its educational outreach programs. The historians routinely provided oversight for exhibit rotations, reviewed the selection of exhibit documents and artifacts, participated in planning for future exhibit rotations, and provided guidance and oversight on the purchase of books and other materials for the CVC gift shops.

HUMAN RESOURCES

The Office of Human Resources was established in June 1995 by the Secretary of the Senate as a result of the Congressional Accountability Act. The office focuses on developing and implementing human resources policies, procedures, and programs for the Office of the Secretary of the Senate that fulfill the legal requirements of the workplace and complement the organization's strategic goals and values.

These responsibilities include recruiting, staffing, and verifying eligibility to accept employment in the United States; providing guidance and advice to managers and staff; training; performance management and evaluation; job analysis and classification; compensation planning, design, and administration; leave administration; records management; maintaining the employee handbooks and manuals; internal grievance procedures; employee relations and services; and organizational planning and development.

The Human Resources staff administers the following programs for the Secretary's employees: the public transportation subsidy program, student loan program, Family and Medical Leave Act program, parking allocations, and the Secretary's intern program.

Recruitment and Retention of Staff

Human Resources has the ongoing task of advertising new vacancies or positions, screening applicants, interviewing candidates, and assisting with all phases of the hiring process. Human Resources staff coordinates with the Sergeant at Arms (SAA) Human Resources Department to post all SAA and Secretary vacancies on the Senate intranet, Webster, so that the larger Senate community may access the posting from their own offices. In an effort to reach a larger and more diverse applicant pool, the department uses multiple posting forums to reach potential applicants for employment. During the past fiscal year, the Human Resources Office processed more than 298 applications for vacancies in the Secretary's Office, including review of applications, coordinating scheduling of candidates for interviews, assisting departments in the interview process, conducting reference checks, making starting salary recommendations, and finalizing new hire paperwork.

The application process is completed solely through an online application management system, designed by the Secretary's Office of Web Technology. The online application streamlines the application process, reduces paperwork, and allows both Human Resources and departmental supervisors to access applicant data on a secure network.

First Year Orientation and Integration

All new hires receive orientation from Human Resources staff when they come on board. The office's Year One Program, a series of monthly events, visits, and tours geared for staff in their first year of employment, helps integrate new staff members into the Office of the Secretary, providing a full understanding of the role and mission of the office.

Training

In conjunction with the Senate Chief Counsel for Employment, Office of Senate Security, and the Office of Education and Training, Human Resources staff continues to develop, deliver, and help facilitate training for department directors and staff. Training topics include continuity of operations and emergency planning, sexual harassment, interviewing skills, Family and Medical Leave Act administration, and an overview of the Congressional Accountability Act. Human Resources staff also works with different department directors on topics that can enhance harmony, productivity, and teamwork in the workplace.

Employee Performance Appraisal

Human Resources has worked closely with the Executive Office and with department directors to evaluate and improve the appraisal process. In 2013, Secretary staff members were surveyed regarding the annual performance appraisal process, and a small working group of department directors will analyze the survey results and revise the appraisal tool as needed.

HR Intranet

In 2013, working closely with the Office of Web Technology and Information Systems, the Human Resources Office launched an HR intranet, a convenient location for staff to access important links, forms, news about upcoming events and trainings, and documents such as the employee handbook.

Veterans Employment Opportunity Act of 1998

In 2011, the rights and protections of the Veterans Employment Opportunity Act of 1998 (VEOA) became applicable to the Office of the Secretary of the Senate through the Congressional Accountability Act of 1995. Eligible veterans now receive hiring preferences over nonveterans for most of the job openings in the Secretary's Office. Consistent with its obligations under the VEOA, the Secretary's Office has identified over 204 VEOA preference-eligible positions within its organization, has instituted a process for proper application of the veterans' preference law, and in 2013 invited preference-eligible veterans to apply for five job openings.

Interns

Human Resources manages the Secretary's internship program. From posting vacancies; conducting needs analyses; and communicating, screening, placing, and following up with all interns, the staff keeps a close connection with these program participants in an effort to make the internship most beneficial to them and the organization.

Congressional Internship for Individuals with Intellectual Disabilities

The Office of the Secretary of the Senate participated in the Congressional Internship Program for Individuals with Intellectual Disabilities. The internship program, which lasts 12 weeks, gives students with intellectual disabilities the same educational and enrichment opportunities typically afforded to congressional interns. Interns work one 2-hour session each week. The interns work with their congressional offices, as well as with job coaches specifically trained to assist the students, to complete various office tasks as assigned. In 2013, Human Resources successfully recruited two students from the program and will continue to be proactive in recruiting candidates.

Operation Warfighter

Human Resources participated in two recruiting events sponsored by the Department of Defense's Operation Warfighter program. The unpaid internship program is open to all wounded and ill service members assigned to a Military Treatment Facility, an Army Warrior Transition Unit, the USMC Wounded Warrior Regiment, the Air Force Wounded Warrior Program, or the Navy Safe Harbor Program. The program positively impacts the recuperation process and provides meaningful activity outside of the hospital environment. In 2013, Human Resources successfully recruited one Wounded Warrior intern and will continue to be proactive in recruiting candidates.

Upward Bound Internship Program

The Office of the Secretary of the Senate participates in the Upward Bound Internship program for low-income high school students, many of which are the first in their family to eventually attend college. The program is sponsored by a local university, and combines congressional, community, and Federal agency internships along with intensive history and literature seminars. This program's combination of practical experience and rigorous academic curriculum has produced wonderful results. For the past 4 years, 100 percent of the student participants have gone on to enroll in 4-year colleges. The Secretary's office hosted one Upward Bound student in 2013.

Combined Federal Campaign

The office has again taken an active role in the Combined Federal Campaign for the Senate community at-large. The office serves as a co-director of the program and participates in kick-off meetings, identifies key workers in each office, and disseminates and collects necessary information and paperwork.

INFORMATION SYSTEMS

The staff of the Department of Information Systems provides technical hardware and software support for the Office of the Secretary of the Senate. Information Systems staff also interface closely with the application and network development groups within the Sergeant at Arms (SAA), the Government Printing Office (GPO), and outside vendors on technical issues and joint projects. The department provides computer-related support for all local area network (LAN) servers within the Office

of the Secretary of the Senate. Information Systems staff provide direct application support for all software installed workstations, initiate and guide new technologies, and implement next generation hardware and software solutions.

Mission Evaluation

The primary mission of the Information Systems Department is to continue to provide the highest level of customer satisfaction and computer support for the Office of the Secretary of the Senate. Emphasis is placed on creating and transferring legislative records to outside departments and agencies, fulfilling Disbursing Office financial responsibilities to the member offices, and complying with office-mandated and statutory obligations.

Fiscal Year 2013 Technology Initiative Summary

The department technology initiatives are concentrated in four areas:

- Improvements in workflow process efficiency and security
- Deployment of improved hardware and software technologies
- Business continuity planning and disaster recovery improvements
- Network perimeter and end point security awareness

Improvements in Workflow Process Efficiency and Security

- Ongoing security awareness training continues to be mandatory for all employees of the Secretary. In conjunction with SAA Security Operation Center personnel, a series of training seminars was completed in the fourth quarter of 2013 for all Secretary staff.
- The finalized implementation of Web-based legislative reporting occurred in 2012. This project provided staff with a process to run Legislative Information System (LIS) reports via a Web browser session and send legislative data to the GPO. Eliminating the need to install additional applications in the Senate Library and other legislative departments enhanced the application access to a wider audience in 2013. This also streamlined the 2013 Library workstation hardware replacement effort and considerably shortened the installation project timeline.
- New legislative applications were authored for the Executive Clerk, Journal Clerk, and Daily Digest offices. These new software applications facilitated the requirements needed to upgrade these offices with improved hardware and updated operation system software.
- All accounts assigned to transmit GPO legislative files were updated in 2013 with a strong password protection scheme. Additionally, a more secure transfer method was adopted to send or receive data from the GPO. Floppy diskette media normally sent by courier will be retired in 2014 with an alternative email method developed for file transfers.

Deployment of Improved Hardware and Software Technologies

- Completed a series of milestones of the Senate-wide ADMA projects in October 2012 and finalized the migration of all offices, including Disbursing and the Chief Counsel for Employment in February 2013, to enterprise architecture. All office messaging applications now operate at this enterprise level ensuring a higher level of email and messaging availability.
- Access to legislative server data, home, and shared directory information is now available in the event that AC power is not available in the Capitol.
- Migrating to an enterprise environment in October 2012 allowed for streamlining the process to retire three physical servers and transfer Secretary of the Senate data files to a virtual server infrastructure. This data migration completed in November 2013 denotes a significant milestone in COOP readiness. SAA continues to maintain the readiness for disaster recovery by performing backups of this virtualized environment and can successfully provide failover capability to an alternate facility. This failover exercise was successfully tested in August 2013.
- Installed new workstations and updated software applications.
- To date, 21 new multi-function network devices have been installed as replacements for office copiers and scanners. These devices support network printing, office document scanning, and fax capability. Choosing a multi-function device in lieu of a separate purchase for an office copier and fax system has yielded a cost savings of almost \$45,000 so far.
- Completed 14 major LIS software upgrades and installed updated application software in all legislative clerk offices, the alternate computing facility, and off-site home laptop locations. Upgraded LIS applications to a more robust operating system for workstations in the all legislative offices. Completed the ren-

- ovation of the applications in the offices of the Daily Digest, Enrolling Clerk, Journal Clerk, and Executive Clerk.
- Completed the hardware upgrade of all Blackberry hardware devices for assigned staff users (74 devices).
- Implemented 43 Senate Information Lifecycle Management (ILM) email accounts. This service provides an alternative solution to larger mailboxes and electronic archival files by moving aged messages from mailboxes to online archives that are available through the standard Outlook client. Email archives are also now available for ILM users when utilizing Outlook Web Mail. Additionally, the ILM feature allows for improved performance when failover procedures are required by system administrative staff.
- In conjunction with House technical staff, upgraded the Senate Historical Office's Bioguide software application to facilitate data exchanges with the House database servers. Updated the Archivists Tool Kit software application for designated staff and provided network connections to an SQL database for Historical Office staff in May 2013. This was accomplished by utilizing an existing database server instance which negated purchasing new hardware and software. This cost savings is estimated at \$4,500. Retired the development Archivist Toolkit virtual instance in December 2013.
- The Stationery Room hardware and software upgrade commenced in December 2013. This process required the replacement of all workstation and server hardware. Information Systems staff and Stationery technical staff combined technical efforts to reduce on-site contracting hours. The office realized a reduction of 20 to 30 hours of vendor costs, an estimated \$9,000 cost savings.
- Added a Human Resource Department Web server for all Secretary staff access. Provided an additional network access storage (NAS) Web server for the Office of Web Technology. This device serves as a much lower cost hardware platform to test Web-based applications designed for Senate offices.
- Reduced the existing home directory file storage requirement by 30 percent in the last 6 months of 2013. Email archives presently account for 34 percent of all home directory space. Extended the capacity of the "cold storage" archival system which realized a 50 percent increase in file server space in fiscal year 2013. Utilizing a sound archival process ensures that staff has access to current active server documents and that overall system performance is optimized for failover operations when needed.

Business Continuity Planning and Disaster Recovery Improvements

- Replaced and retired older offsite laptop hardware located for all legislative departments. This hardware presents a unique solution when office closures occur and ensures a higher level of access when work is required away from the office.
- Replaced older laptops used by department heads and key legislative staff. Added an enhanced encrypted feature to safeguard against accidental loss or theft. The enhancement prevents unauthorized access to the contents of a hard drive. After the drive lock protection is applied to a drive, a password must be entered to access the drive and the drive can be accessed only when it is inserted into the notebook.
- In partnership with SAA Network Engineering, successfully completed continuity of operations (COOP) testing from multiple offsite locations. Information Systems staff continue to provide IT-related support for office staff implementing COOP and continuity of Government business plan activations.
- Enrolling Clerk staff retains the ability to print multiple types of parchment style documents for delivery to the White House in the event of an office closure or relocation. Partnered with the GPO and House personnel to successfully stage and test this offsite operation in 2013.
- Continued to provide updates to the member accountability client application. This normally occurs bimonthly or whenever there is a change in the Senate membership. Four virtual hosts are presently configured, one reserved specifically for training purposes and one virtual "always on" instance that resides at the primary computer facility datacenter. Information Systems staff continue to make this virtual solution available for the Secretary of the Majority and the Secretary of the Minority offices.
- Presently 70 percent of Secretary staff members have some method of secure remote access to Senate network resources.
- Information Systems staff continues to manage the Alerts notification database for all Secretary staff. Database information is verified nightly to ensure email, voice, and BlackBerry personal identification number information is valid and will function during an emergency.

- Provided an improved and updated offsite COOP laptop solution for the Office of Senate Security. This was accomplished without any additional hardware or software expense to the office, realizing a cost savings of \$2,750.

Network Perimeter and End Point Security Awareness

- In partnership the SAA Security Operations Center, conducted periodic testing for security vulnerabilities and compared these measurements with the department patch deployment server. Focused observations on spear phishing attempts from outside messaging sources continued in 2013.
- IT staff continue to monitor email spam filtering applications. Email messages delivered to staff email accounts no longer employed by the Secretary's Office are removed from the messaging server. Maintaining software updates will continue to be a challenge. IT staff continue to maintain the inventory and respective updates of all applications for 300 workstation installations. In December 2013, Microsoft released 11 bulletins for the final Patch Tuesday of the year. In 2013 Information Systems saw a total of 106 Microsoft bulletins, which is an increase of 22 percent over 2012's total count.
- Upgraded network connections at the offsite Emergency Operations Center location. In addition to the onsite laptop hardware, an additional nine workstations are now available for Secretary staff at the ACF.
- Upgraded to improved version of BlackBerry security scanning software. IT staff continue to provide this scanning service for staff prior to travel outside of the United States. BlackBerry devices continue to be directly supported and updated by the Information System staff. Additionally, the office has the ability to suspend cellphone services for lost or stolen blackberry devices during non-business hours.

As a rule, the Secretary offices do not allow vendors or contractors to access Senate equipment without a physical or visual escort. The IT office worked with SAA to improve the Watson Unified Conference (WUC) process to accommodate a more secure access policy. WUC was leveraged to include the policy changes to accommodate "secure attended" access so staff could monitor the contractor or vendor who supplied the technical help in the office. Without this change, offices would have to rely on a less secure method of vendor interaction or purchase a non-Senate subscription for vendor support.

Ongoing and Future Projects in 2014

- Senate Chief Counsel for Employment Server hardware/software upgrade.
- Migrate member status hardware server to enterprise network.
- Evaluate and deploy zero client device or thin client technical solution for Public Records patron systems.
- Upgrade server hardware and workstation hardware in the Office of Public Records and Gift Shop.

INTERPARLIAMENTARY SERVICES

The Office of Interparliamentary Services (IPS) is responsible for administrative, financial, and protocol functions for special delegations authorized by the majority and/or minority leaders, for all interparliamentary conferences in which the Senate participates by statute, and for interparliamentary conferences in which the Senate participates on an ad hoc basis. The office also provides appropriate assistance as requested by other Senate delegations.

The statutory interparliamentary conferences include:

- NATO Parliamentary Assembly
- Mexico-United States Interparliamentary Group
- Canada-United States Interparliamentary Group
- British-American Interparliamentary Group
- United States-Russia Interparliamentary Group
- United States-China Interparliamentary Group
- United States-Japan Interparliamentary Group

In 2013, IPS staff was responsible for organizing the Mexico-U.S. Interparliamentary Group conference.

As in previous years, all foreign travel authorized by the majority and minority leaders is arranged by IPS staff. In addition to delegation trips, IPS provided assistance to the President pro tempore, individual Senators, and staff traveling overseas. Senators and staff authorized by committees for foreign travel continue to call upon this office for assistance with passports, travel arrangements, and reporting requirements.

On behalf of the Senate majority and minority leaders, the staff arranges official receptions for heads of state, heads of government, heads of parliaments, and par-

liamentary delegations. IPS maintains required records of expenditures on behalf of foreign dignitaries under authority of Public Law 100-71.

IPS receives and prepares for printing the quarterly consolidated financial reports for foreign travel from all committees in the Senate. In addition to preparing the quarterly reports for the majority leader and the minority leader, IPS staff also assists staff members of Senators and committees in filling out the required reports.

IPS organizes visits for official foreign visitors and assists them in setting up meetings with leadership offices. IPS maintains regular contact with the Department of Defense, the Department of State, and foreign Embassy officials. The staff works closely with other offices of the Secretary of the Senate and the Sergeant at Arms in arranging programs for foreign visitors. In addition, IPS is consulted by individual Senate offices on a broad range of protocol questions. Occasional questions come from state officials regarding congressional protocol.

Continuity of Operations (COOP) Planning

IPS regularly reviews our COOP plan, updates materials kept off-site, and evaluates evacuation procedures and remote site working procedures.

LEGISLATIVE INFORMATION SYSTEM (LIS) PROJECT

The Legislative Information System (LIS) is a mandated system (section 8 of the 1997 Legislative Branch Appropriations Act, 2 U.S.C. 123e) that provides desktop access to the content and status of legislative information and supporting documents. The 1997 Legislative Branch Appropriations Act also established a program (2 U.S.C. 181) for providing the widest possible exchange of information among legislative branch agencies. The long-range goal of the LIS Project is to provide a "comprehensive Senate Legislative Information System" to capture, store, manage, and distribute Senate documents. Several components of the LIS have been implemented, and the project is currently focused on a Senate-wide implementation and transition to a standard system for the authoring and exchange of legislative documents that will greatly enhance the availability and re-use of legislative documents within the Senate and with other legislative branch agencies. The LIS Project Office manages the project.

Background: LIS Augmentation Project (LISAP)

An April 1997 joint Senate and House report recommended establishment of a data standards program, and in December 2000, the Senate Committee on Rules and Administration and the House Committee on House Administration jointly accepted the Extensible Markup Language (XML) as the primary data standard to be used for the exchange of legislative documents and information. Following the implementation of the Legislative Information System (LIS) in January 2000, the LIS Project Office shifted its focus to the data standards program and established the LIS Augmentation Project (LISAP). The overarching goal of the LISAP is to provide a Senate-wide implementation and transition to XML for the authoring and exchange of legislative documents.

The current focus for the LISAP is the continued development and implementation of the XML authoring system for legislative documents produced by the Office of the Senate Legislative Counsel (SLC); the Senate Enrolling Clerk; the Senate Committee on Appropriations; the Senate Committee on Commerce, Science, and Transportation; and the Government Printing Office (GPO). The XML authoring application, Legislative Editing in XML Application (LEXA), inserts tags during drafting that provide more information about the document and can be used for printing, searching, displaying, or repurposing parts or all of a document. The XML tags also facilitate automating many functions that provide a more efficient and consistent document authoring process. The LIS Project Office has worked very closely with the SLC, the Enrolling Clerk, and the editorial and printing staff of the Committee on Appropriations to create an application that meets the needs for legislative drafting.

LISAP: 2013

The LIS Project Office continued to provide support to the SLC; the Committee on Appropriations; the Committee on Commerce, Science, and Transportation; and the Senate Enrolling Clerk in their use of LEXA for drafting, engrossing, and enrolling. With the addition of the Commerce Committee drafters, all measures in the first session of the 113th Congress were produced in XML. In addition, the GPO uses LEXA to complete measures for printing. Several new features and fixes were added in LEXA releases to improve the drafting process. LIS staff trained new drafters and interns in the use of LEXA.

Enhancements to LEXA in the past year included additional table templates, improvements specific to Appropriations Committee drafters, and additional printing formats for the enrolling clerks to produce printed-as-passed bills.

The LIS Project Office has been working with staff from the GPO and the Legislative Computer Systems (LCS) in the Office of the House Clerk to create and print committee reports in XML. This office released a LEXA committee report application to the Commerce Committee which already uses LEXA to draft bills and amendments. The committee drafters were able to create several sections of their committee reports using the application, and additional enhancements were subsequently added.

Two other group projects with the GPO and LCS include participants from the Law Revision Counsel and the Senate and House Legislative Counsels. The first project with the Law Revision Counsel will result in applications to convert and maintain the U.S. Code in an XML format. The second project with the Legislative Counsels continues work toward the editing and printing of the compilations of existing law in their XML format.

The LIS Project Office is also closely following the GPO's project to replace Microcomp with a new composition system that can directly ingest XML data without having to convert it to another format before printing.

Continuity of Operations (COOP) Planning

Several procedures have been implemented to provide for COOP. All source code and data files are backed up nightly to a drive in the office, and each LIS Project Office staff member carries an encrypted flash drive containing the office COOP plan, documentation, and the most recent version of LEXA. All the software and documentation required to create the development environment and a LEXA end user environment are available in duplicate copies of the LIS Project Office fly-away kit. The COOP plan and the fly-away kits are updated frequently, and one fly-away kit is kept at an off-site location. Regular testing of the ability to work remotely is conducted via Senate laptops and personal computers to ensure that application development and user support can continue if access to the office is not possible.

LISAP: 2014

The LIS Project Office will continue to support all Senate offices using LEXA and will continue to work with the House, GPO, and the Library of Congress on projects and issues that impact the legislative process and data standards for exchange. The office will continue to produce enhancements to LEXA and to seek out new technologies to improve the production of legislative documents.

LIBRARY

The Senate Library provides legislative, legal, business, and general information services to the United States Senate. The Library's collection encompasses legislative documents that date from the Continental Congress in 1774; current and historic executive and judicial branch materials; an extensive book collection on American politics, history, and biography; a popular collection of audiobooks; and a wide array of online resources. The Library also authors content for three Web sites—LIS.gov, Senate.gov, and Webster.

Senate Information Services (SIS) program service contracts were renegotiated for fiscal year 2013 with existing program vendors to continue services while meeting stringent program budget constraints. Enterprise-wide access to the WestlawNext search platform was added and approval was secured to add 802 new local newspaper titles from Westlaw to the Senate NewsWatch site, expanding the scope of coverage for finding, tracking, and reading news or creating news clips using 1,157 newspapers from all 50 States.

The Library continues to meet the Senate's increasing demand for information through the creation of new Web-based content, judicious selection and investment in online resources, expanded outreach and training opportunities, and use of technology to support alternative means for information delivery.

Notable Achievements

- Outreach and online research training efforts expanded to include two new vendor-taught classes. A record number of 1,496 staff members attended 288 classes, tours, and Webinars, a 4 percent increase in the number of staff trained in 2012 despite the cancellation of 15 classes during the Government shutdown.
- The Library catalog now provides Senate staff with desktop access to over 46,113 full-text electronic documents and online resources, an increase of 9 percent over 2012. A 2-year collaborative project to digitize the Library's collection of congressional bills and resolutions from the 16th through the 72nd Con-

gresses was completed. Full-text access to the digitized material will be made available through the ProQuest Congressional platform.

- Senate Executive Calendars* from 1990–1994 were digitized and will be added to the archive that was expanded to include 1995 to the present and is publicly available on Senate.gov through the collaborative efforts of the Library, the Executive Clerk, the Office of Web Technology, and the LIS Project Office.
- Two new hallway informational displays were created in 2013: *Inauguration Day* and *U.S. Senate Library Services*. In addition, the informational display *What Issues Has the United States Senate Investigated?*, installed outside SD-G50, was updated with Quick Response (QR) codes to allow easy access to supplementary information provided online.

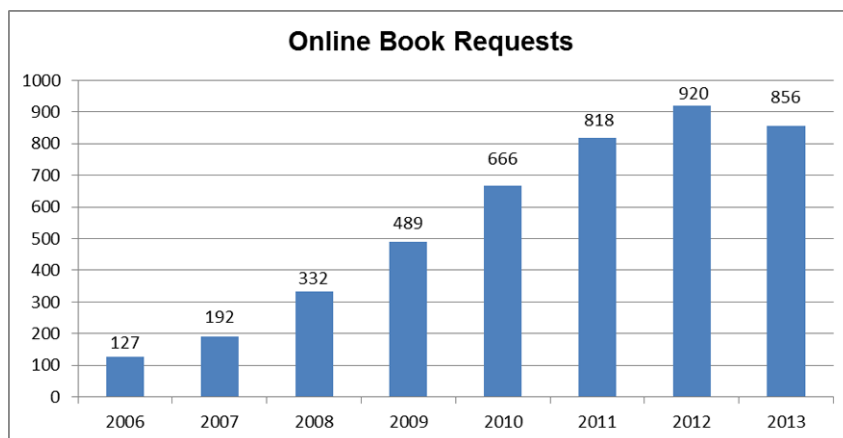
Senate Library Inquiries, Online Book Requests, and Patron Accounts

Reference librarians continue to assist Senate staff with challenging research in areas including legal and public records, legislative histories, and news and journal articles, and in finding answers to difficult and complex requests. This year librarians answered 23,018 walk-in, telephone, and email requests from Senate staff, demonstrating a continued demand for high-quality Library resources and services.

Senate staff continued to demonstrate an increasing preference for Web-accessible resources. Use of Library-created resources on Webster saw 28,223 page visits in 2013. The Library's popular *Virtual Reference Desk* on Senate.gov received 2,267,372 page visits while appropriations and active legislation pages accounted for an additional 342,136 page visits from public users in 2013.

The Senate Library's *FrontPage* electronic resources portal received 16,005 page visits in its third year. Senate staff turned to SIS program support 90 times for help with accounts, resource access, and custom news profile requests. Program staff logged an additional 96 requests with program vendors related to program site maintenance and support during 2013.

The Library received 856 online book requests in 2013, a 7 percent decrease from the previous year. A total of 4,365 volumes were loaned in 2013, an increase of 4 percent. Titles featured in monthly online bibliographies on Webster and reference room displays saw a 25 percent increase in loan activity in 2013, reflecting focused outreach and promotion efforts.



Seventy-eight percent of the Library's patrons are Senate office and committee staff members while the remaining 22 percent of users include support office staff, members of the accredited press, and Government agencies.

A total of 698 new patrons were registered for borrowing accounts in 2013, a decrease of 14 percent over the number of new staff registered in 2012. Although fewer permanent staff were registered for Library accounts, new accounts for interns increased by 11 percent.

Other activities for 2013 included setting up 388 new computer accounts for our patron workstations, an 8 percent increase from 2012.

INFORMATION SERVICE SUPPORT ACTIVITIES, 2013

Category	Total
Circulation	
Document Deliveries	3,852
Item Loans	4,365
Pages Printed	
Microform Pages Printed	710
Photocopies	39,792
Document Delivery Total	48,719

*Senate Library Content Creation**Senate.gov Web Site Content*

Two bibliographies, *Resources on Elections and Politics* (<http://www.senate.gov/reference/resources/pdf/electionsp.pdf>) and *Resources on Congress* (<http://www.senate.gov/reference/resources/pdf/congress.pdf>), were revised and updated to reflect newer sources and editions published and annotations were rewritten where necessary.

Senate Executive Calendars

A digital archive of *Senate Executive Calendars*, expanded to include material from 1995 to the present, was made available on Senate.gov and Webster as the result of a collaborative project involving the Library, the Executive Clerk, the Office of Web Technology, and the LIS Project Office. During 2013, Library staff and interns completed the retrospective digitization of calendars for the years 1990-1994; these files will be made available as part of the online public archive. Work will continue on the digitization of the remaining Executive Calendars in the Library's collection.

Senate Information Services Program Content

Senate NewsWatch, the Senate's custom news portal, was updated in January to include new Web pages and pre-set news searches for all new Senators of the 113th Congress. Similar updates were made to coincide with the swearings-in of all Senators elected or appointed to the Senate later in the year. During 2013, Senate users viewed 152,915 news articles on *Senate NewsWatch*, the Senate's custom news portal, and 219,148 news articles using InfoViewer, the Senate's web-based news tracking and news clip publishing tool.

In response to user feedback, the "Newspapers" page on *Senate NewsWatch* was updated to include more prominent thumbnail images of newspapers available in the NewspaperDirect PressDisplay database. Although several other significant enhancements to NewsWatch and InfoViewer were proposed in 2013, their implementation has been significantly delayed due to budget sequestration and the Government shutdown in October.

In February 2013, the custom user interface (CUI) working group proposed more than 60 changes to the Senate's custom LexisNexis interface to enhance its features and improve usability that were implemented by LexisNexis in May. A second round of changes to the LexisNexis custom layout, functionality, and account registration features were proposed in December to facilitate the Senate's implementation of Lexis Advance product offering in 2014.

The Library coordinated the launch of the new WestlawNext search platform as an upgrade to the Senate's existing Westlaw research services that adds new features for customization, saving research, and searching across multiple content sources simultaneously. As part of that process the Library's CUI working group proposed changes to the organization, layout, text, and account registration features of the Senate's Westlaw custom user interface which were implemented along with the launch in July.

There were 2,802 searches and 1,754 documents viewed using the Serials Solution A-Z list, 37 percent of which were the result of users finding and using SIS program content from LexisNexis, ProQuest, and Westlaw.

Library Web Site Working Groups

An external website working group with membership from all the Library's teams was formed in February to review the Library's web presence and to find ways to improve the presentation of information, usability, and streamline the maintenance of the Senate Library's Web pages. The group researched best practices for Web design and usability, using principles to categorize the strengths and weaknesses of

current web pages; ranked the most common and important research tasks performed by users of Library websites and created testing personas representative of typical Senate Library Web site users; inventoried the more than 600 pages for which the Library currently maintains content; and drafted goals for the Library Web presence. At the close of 2013, the group had begun to identify potential Web site improvements and plan for outcome-based Web usability testing; these efforts will form the foundation for significant enhancement of the Library's future Web presence.

Senate Knowledge Base

The Senate Knowledge Base is an institutional repository of data to support the Webster site taxonomy project and Webster search enhancement. To date, 1,399 document records, 2,386 term records, and 516 organization records in the Senate Knowledge Base are supporting the Webster taxonomy and search projects. The 14 percent increase in the number of terms and 12 percent increase in the number of documents created this year is a result of the addition of descriptive records for "Dear Colleague" letters and continuing maintenance of the database to support the online Senate Services Directory (Red Book); the "Legislative," "News and Research," and "About the Senate" tabs on Webster; as well as daily reporting for keymatches.

Descriptive metadata was created for each of the 111 "Dear Colleague" letters distributed via email during 2012 using records modified to capture specific data elements in the Senate Knowledge Base. The resulting XML data file was reviewed by the Office of Web Technology and additional recommendations made to improve the title and search result display. In the coming year, the pilot project will be expanded to include letters issued since 2012. Requested by the Senate Committee on Rules and Administration, the work will form the basis for the development of a searchable internal online archive of Senate electronic "Dear Colleague" letters beginning with the 112th Congress.

Webster Search Enhancement

Librarians improve Webster search results by analyzing popular search terms and matching them with topically relevant pages or search engine "keymatches" (which are managed through the Senate Knowledge Base). This improves the chances a searcher will find what he or she is looking for on Webster. During 2013, 115 "keymatches" were established, 50 were edited, and 25 were deleted to update Web page links.

Instruction and Outreach Programs

Senate librarians teach a variety of classes for Senate staff. In 2013, a record 1,496 Senate staff attended the 288 research training classes, Library tours, and Webinars offered by the Senate Library. Total attendance increased by 4 percent over last year despite a Government shutdown in October that forced the cancellation of 15 scheduled classes. All training-related pages on the Library's site received 1,877 visits from Senate staff.

Among the 645 staffers who attended the Library's 134 in-person class sessions, 372 completed class evaluation survey forms, offering overwhelmingly positive feedback about class content and instruction. In an analysis of the results, 98 percent of the respondents characterized Library classes as either "useful" or "highly useful" and 99 percent of the respondents described Library instructors as either "effective" or "highly effective." Librarians also offered 74 tours of the Library to 541 staff and other interested groups including the Senate Page School, Government document librarians, and Government Printing Office (GPO) staff.

Webinars continue to be a popular option, reaching 310 Senate staff, including many in State offices, in 91 class sessions. Webinar registration procedures were modified to streamline processes, incorporate new hosting requirements, and take advantage of new functionality. As an example, the Library hosted a webinar co-taught by an offsite vendor trainer for the first time in December. Enhanced offsite vendor training capabilities will provide needed flexibility for vendor trainers and library staff when hosting these sessions in the coming year.

ProQuest Congressional training classes, offered monthly since January, drew 32 Senate staff members. A single PressDisplay class was offered for the first time in May for three attendees; this training will be held on a quarterly basis in 2014. The Library also experimented with a new targeted focus for CQ training: "CQ for Legislative Staff" offered in March and "CQ for Press and Communications Staff" offered in January and May. In total, 337 Senate staff members attended vendor-taught Library course offerings in 2013, an increase of 14 percent over 2012.

Using the Legislative Information System (LIS) was taught to 14 participants as part of the Legislative Survival Guide training series in collaboration with the Joint

Office of Education and Training in July. Librarians answered questions and provided information about research services and training to 90 participants in the Senate Services Fair in May and to attendees at the CRS District State Staff Institutes held on March 5 and October 28, 2013.

In November, new employees of the Office of the Secretary of the Senate were introduced to the services of the Senate Library as part of the new “Year One” program designed to familiarize new staff with the different offices under the jurisdiction of the Secretary and sponsored by the Secretary’s Human Resources Department.

A total of 31 announcements for Library services, Senate Historical Office talks, and three featured book talks were run on Webster and 1,756 promotional flyers were distributed to Senate staff during 2013.

Monthly book displays and online bibliographies highlight the Library’s collections and stimulate interest in reading new titles. To support this effort, 15 bibliographies were created, revised, or updated this year, including: *The American Guide Series*; *Celebrate National Book Month: Read an Award Winner*; *The Capitol and the Capital City*; *The Emancipation Proclamation*; *Escape Into A Good Book: August 2013*; *Great Reads for New Staff and Interns*; *John F. Kennedy: A Look Back*; *Library of America: Selections from the Best of American Writing*; *Resources on Elections and Politics*; *Resources on Congress*; *United States Senate History and Practice: A Selected Bibliography*; *Watergate at 40*; *Women in Congress: A Bibliography*; and *Women in the United States Military*. All online bibliographies saw 11,239 page visits from Senate staff and the public in 2013.

Collection Development

Audiobooks

The Library acquired 25 new audiobook titles in 2013, bringing the total number to 214 titles. Designed to assist users with diverse needs, including those who may be visually challenged, as well as to draw patrons into the Library, the program remains popular with patrons whose 634 loans were equivalent to circulating each item in the collection almost three times over. The online bibliography of audiobooks on Webster received 447 visits from Senate staff in 2013 and contains links to the catalog and the online book request form.

Government Documents

As a participant in the GPO’s Federal Depository Library Program (FDLP), the Library receives selected categories of legislative, executive, and judicial branch publications. Distribution of documents on microfiche through the FDLP is limited to congressional documents and is down by 83 percent due in large part to distribution problems with a single supplier. The Library received 8,577 Government publications in 2013. In response to the trend of issuing Government documents in electronic format, 1,787 links were added to the Library catalog, bringing the total number to 46,113, an increase of 9 percent over last year. The links provide Senate staff desktop access to the full text of each document.

ACQUISITIONS, 2013

Category	Total
Congressional Documents	6,943
Executive and Judicial Branch Publications	1,634
Books (including audiobooks and e-books)	856
Electronic Links	1,787
Total Acquisitions	11,220

Legislative Validation

The Library’s Legislative Validation Clerk verifies and edits the accuracy and consistency of data and legislative information published by Secretary of the Senate staff in the Legislative Information System (LIS), the document management system (DMS), the *Congressional Record*, Senate.gov, and Webster. The clerk’s work also requires the verification of selected *Congressional Record Index* entries (print and electronic) and includes comparing electronic entries made by legislative staff or data entry clerks from various agencies with the printed *Congressional Record Index* and notifying the offices of discrepancies.

Between January and December 2013, the Legislative Validation Clerk submitted 154 corrections out of hundreds of thousands of verified legislative actions that took place during the year.

LEGISLATIVE VALIDATION CLERK CORRECTIONS, 2013

Office	# Submitted
Bill, Enrolling, Executive, Journal, and Legislative Clerks	45
Reporters of Debates, Morning Business Editor, and Daily Digest	80
GPO and Library of Congress—LIS	29
Total Corrections	154

Cataloging

The Library's productive cataloging staff draws on years of experience to produce and maintain a catalog of more than 224,000 bibliographic items. During 2013, they added 3,446 new titles to the catalog and performed 27,983 record maintenance and enhancement activities, including correcting subjects and names that have become obsolete and retrospectively adding links to full-text content and book jacket images to existing records.

Catalogers' time and skills at categorizing and describing content are increasingly in demand for taxonomy-related projects designed to enhance Webster. These include creating the records that drive functionality in the online Senate Services Directory, analyzing logs of unsuccessful searches to create "keymatches" that target Webster search results, providing descriptive metadata for an internal online archive of Senate electronic "Dear Colleague" letters, and developing a topical framework to support the development of news alerts, improve content organization, and enhance the effectiveness of searches in *Senate NewsWatch* and the InfoViewer client.

Catalogers created 570 bibliographic records for Senate hearings not yet printed using information in the *Congressional Record Daily Digest* and the combined hearings schedule on Webster. This includes field hearings that are not listed in the *Daily Digest*. These records provide preliminary access for Senate staff and remain in the catalog until the printed hearing is received and cataloged.

The catalog is updated nightly to ensure that Senate staff will retrieve accurate and current information on Library holdings. The addition of 535 book jacket images in 2013 enhanced the catalog's visual appeal. The Library catalog was used by 3,503 Senate staff accounting for 4,970 visits in 2013.

Preservation, Binding, and Collection Maintenance

Technical Services staff continued to participate in book repair training sessions led by the director of the Office of Conservation and Preservation. Trainees repaired 331 volumes, an increase of 3 percent from 2012, making significant progress in the preservation of the Library's bound book collection. A multi-year project to repair volumes in the *Congressional Record* circulating collection was completed, a preservation survey to identify volumes in the *U.S. Congressional Serial Set* circulating collection in need of repair was begun, and a project to assemble a third copy of the *Serial Set* in the Library's offsite storage facility was begun.

The Library continues to preserve and protect rare and fragile print materials in its collections using commercial binding services procured through the GPO. In 2013, a total of 664 volumes were sent out for binding, an increase of 118 percent from the previous year, with excellent results.

Budget

Budget negotiations with database vendors resulted in flat or reduced pricing for some online research services and price discounts for print edition standing orders and multi-year subscriptions. Budget savings from fixed-price contracts for the Library's 2013 online research services, negotiated print edition price discounts and cuts in standing orders, and multi-year subscription discounts totaled \$15,319. After 15 years of budget monitoring, savings total \$178,924. This continual review of purchases eliminates materials not meeting the Senate's current information needs. This oversight is also critical in containing and offsetting cost increases for core materials, in meeting sequestration budget requirements, and for acquiring new materials with reduced funding levels.

Special Projects

Unum, Newsletter of the Office of the Secretary of the Senate

Unum, the Secretary's quarterly newsletter, has been produced by Senate Library staff since October 1997 and is distributed throughout the Senate and to former Senators. It serves as an historical record of accomplishments, events, and personnel news in the Office of the Secretary of the Senate. Highlights from the 2013 *Unum* issues include a look at the "Senate on the silver screen"—movies that focus on the Senate, an article that was prompted by the release of the movie *Lincoln*, as well as articles on how factual the *Lincoln* movie was and the Senate action that was left out of the *Lincoln* movie; articles on the 40th anniversary of Watergate; a feature on the new Year One orientation program for recently hired Secretary employees; a piece by Senate Archivist Karen Paul on the Advisory Committee on the Records of Congress; an article by a Senate page about her experience working through a vote-a-rama; an article about a gallery pass with a mystery Senate signature; and the continuation of the "Senate Voices" series prepared by Senate Historian Don Ritchie that contains excerpts of oral histories of former staffers and Senators. A new feature was introduced, called Artifacts and Oddities from the Senate Collection, which showcases some of the more unusual objects in the Senate's art and historical collections.

National Library Week

Guy Gugliotta, author of *Freedom's Cap: The United States Capitol and the Coming of the Civil War*, was the featured speaker at the Library's 15th annual book talk in honor of National Library Week. This year 80 people attended the talk. The Library also hosted the popular annual dessert reception which drew in over 135 Senate staff.

This year the Library also sponsored three other popular book talks. Senate Historian Emeritus Richard A. Baker spoke about his new book, *The American Senate*, coauthored by Neil MacNeil, before a crowd of 115 in the Capitol Visitor Center. Author John T. Shaw drew an audience of 100 for the discussion of his book *JFK in the Senate: Pathway to the Presidency*. James Swanson drew 95 participants speaking about his book *End of Days: The Assassination of President Kennedy*.

Unpublished Senate Hearings on Microfiche

A project to improve access to the Library's collection of unpublished Senate hearings on microfiche (18th–98th Congresses) was continued, resulting in the cataloging of 250 hearings in 2013. Each catalog record was assigned a full array of name and subject headings and enhanced with a link to the full-text version of the hearing in ProQuest. A note summarizing the subject of the hearing was provided to facilitate access via keyword searching and to impart useful information not conveyed by the generic titles often used in these hearings.

Display Cases

Hallway display cases continue to educate staff and visitors alike while highlighting the Library's collections. Display cases featured this year include: *Inauguration Day* and *U.S. Senate Library Services*. In addition, one of the informational displays installed outside SD-G50, *What Issues Has the United States Senate Investigated?*, was updated with QR codes to allow easy access to supplementary information provided online. The Dirksen exhibit and its subsequent enhancements were developed through the joint efforts of the Library, the Office of Senate Curator, the Historical Office, and the Office of Conservation and Preservation.

Cooperative Projects

Hearing Universal Resource Locator (URL) data from the Library catalog is exported weekly to provide LIS and THOMAS, now Beta.Congress.gov, with full-text links to Senate hearings. Visitors to the Library of Congress' THOMAS site were redirected to the new Beta.Congress.gov site in November. The Library contributed 1,796 new Senate hearing links to the LIS database during 2013.

Major Library Goals for 2014

- Continue team evaluation and enhancement of instructional course offerings, review available applications to create online course offerings, and expand Web-based training opportunities to reach State staff.
- Continue to expand the online historical archive of the Senate Executive Calendars on Senate.gov, in collaboration with the Executive Clerk and the Office of Web Technology, by digitizing calendars from the Library's collection.

- Enhance the Library’s external Web presence through continued team development efforts identifying potential Web site improvements, planning for outcome-based web usability testing, review, and evaluation of options.
- Continue the development of an internal searchable online archive of Senate electronic “Dear Colleague” letters beginning with the second session of the 112th Congress through the creation of descriptive metadata about the documents distributed via email using the Senate knowledge base.
- Continue the collaborative development of a topical framework for *Senate NewsWatch* to support the development of news alerts, improve content organization, and enhance the effectiveness of searches in *Senate NewsWatch* and the InfoViewer client.
- Continue collaborative development of an organizational framework and basic content set for a Library staff Web site that will support the internal work requirements and information needs of all Library staff members.
- Begin implementation of new cataloging rules, called *Resource Description and Access* (RDA), in conjunction with the Library of Congress and other libraries worldwide.
- Continue to improve access to the Library’s collection of unpublished Senate hearings on microfiche by adding item-level records to the catalog with links to full-text content.

SENATE LIBRARY STATISTICS FOR CALENDAR YEAR 2013—ACQUISITIONS

	Books		Government Documents		Congressional Publications				Total
	Ordered	Received	Paper	Fiche	Hearings	Prints	Bylaw	Reports/Docs	
January	18	146	76	70	289	24	124	271	1,000
February	35	81	148	73	308	11	80	60	761
March	17	50	65	21	185	32	134	123	610
1st Quarter	70	277	289	164	782	67	338	454	2,371
April	23	90	312	4	392	37	107	250	1,192
May	15	59	113	2	307	29	134	188	832
June	27	93	39	0	228	11	100	237	708
2nd Quarter	65	242	464	6	927	77	341	675	2,732
July	20	58	74	126	303	3	86	397	1,047
August	24	41	88	2	236	2	23	185	577
September	102	35	72	123	308	13	83	292	926
3rd Quarter	146	134	234	251	847	18	192	874	2,550
October	8	142	64	2	107	4	158	107	584
November	31	28	47	66	136	4	60	202	543
December	13	33	47	0	269	5	70	229	653
4th Quarter	52	203	158	68	512	13	288	538	1,780
2013 Total	333	856	1,145	489	3,068	175	1,159	2,541	9,433
2012 Total	276	689	1,130	484	3,297	101	1,082	2,440	9,223
Percent Change	21	24	1	1	—7	73	7	4	2

SENATE LIBRARY STATISTICS FOR CALENDAR YEAR 2013—CATALOGING

	S. Hearing Numbers Added to LIS	Bibliographic Records Cataloged								Total Records Cata- loged
		Books		Government Documents			Congressional Publications			
		Paper	Audio/ E-books	Paper	Fiche	Elec- tronic	Hearings	Prints	Docs./ Pubs./ Reports	
January	31	102	4	1	0	17	381	4	97	606
February	55	49	4	3	0	6	96	3	69	230
March	37	37	2	6	0	8	39	0	27	119
1st Quarter ...	123	188	10	10	0	31	516	7	193	955
April	17	33	6	1	0	7	200	38	69	354
May	5	28	7	1	1	41	224	0	62	364
June	57	11	1	2	0	6	28	0	67	115
2nd Quarter ...	79	72	14	4	1	54	452	38	198	833
July	11	26	3	1	0	12	96	0	39	177
August	25	13	1	7	0	10	194	5	97	327
September	14	50	3	3	0	8	162	3	59	288
3rd Quarter ...	50	89	7	11	0	30	452	8	195	792
October	102	41	3	4	0	3	49	0	22	122
November	37	67	3	4	0	11	240	0	41	366
December	48	22	3	7	0	2	314	1	29	378
4th Quarter ...	187	130	9	15	0	16	603	1	92	866
2013 Total	439	479	40	40	1	131	2,023	54	678	3,446
2012 Total	470	296	18	50	6	125	2,012	204	769	3,480
Percent Change	− 7	62	122	− 20	− 83	4.8	0.55	− 74	− 12	− 0.98

SENATE LIBRARY STATISTICS FOR CALENDAR YEAR 2013—DOCUMENT DELIVERY

	Volumes Loaned	Materials Delivered	Facsimiles	Micrographics Center	Photocopiers
				Pages Printed	Pages Printed
January	479	424	13	17	4,146
February	371	273	13	76	4,837
March	368	287	13	135	3,831
1st Quarter	1,218	984	39	228	12,814
April	403	512	27	33	2,599
May	486	332	14	55	5,158
June	485	315	20	46	2,817
2nd Quarter	1,374	1,159	61	134	10,574
July	476	354	23	35	2,562
August	393	252	24	115	2,767
September	291	338	11	13	3,564
3rd Quarter	1,160	944	58	163	8,893
October	211	244	13	152	1,993
November	220	262	32	33	3,110
December	182	259	36	0	2,408
4th Quarter	613	765	81	185	7,511
2013 Total	4,365	3,852	239	710	39,792
2012 Total	4,207	4,441	156	975	56,415
Percent Change	4	— 13	53	— 27	— 30

PAGE SCHOOL

The United States Senate Page School exists to provide a smooth transition from and to the students' home schools, providing those students with as sound a program, both academically and experientially, as possible during their stay in the Nation's Capital, within the limits of the constraints imposed by the work situation.

Summary of Accomplishments

- In 2013 the Middle States Commission on Secondary Schools awarded accreditation renewal which continues until May 1, 2018. The Page School is among schools throughout the world that meet the internationally recognized Middle States Standards for Accreditation.
- Two page classes successfully completed their semester curriculum. Closing ceremonies were conducted on June 7, 2013 and January 24, 2014, the last day of school for each semester.
- Orientation and course scheduling for the spring 2013 and fall 2013 pages were successfully completed. Needs of incoming students determined the semester schedules.
- Faculty administered English usage pre- and post-tests to students each semester and reviewed the results to determine what usage instruction or remediation was needed.
- Faculty administered calculator usage pre- and post-tests to students each semester to determine what instruction or remediation was needed.
- Staff provided a general study skills tutorial to all students, and students identified in need of training in specific areas took part in study skills sessions.
- Faculty and staff provided extended educational experiences to pages, including 19 field trips, two guest speakers, opportunities to play musical instruments and vocalize, and world languages study. A panel of former pages also provided information and answered current pages' questions. Summer pages made eight field trips to educational sites and heard from two guest speakers. Additionally, the Page School hosted visits for current and former employees who have given service to the Page School.
- Nineteen pages took 35 Advanced Placement (AP) exams in nine subjects.
- The community service project embraced by pages and staff in 2002 continues. Pages collected, assembled, and shipped items for gift packages to military personnel serving in various locations. Pages included letters of support to the troops.
- All Page School staff attended continuing education and training classes.
- Communication among Sergeant at Arms, Secretary of the Senate, party secretaries, the Page Program, and the Page School is ongoing.
- To update teaching efficiency, the school purchased a conductivity probe for chemistry and modern visual technology aids for social studies presentations by the instructor and students.
- Cost savings are realized as the school no longer distributes daily schedules; instead, teachers have preprinted schedules for the various possibilities. The Page School staff also make good use of the recycling center and have picked up binders, writing utensils, and print cartridges.

Continuity of Operations (COOP) Planning

The evacuation and continuity of operations (COOP) plan was updated in the Living Disaster Recovery Planning System (LDRPS). Back-ups of the office's electronic records are made for off-site storage and regular updating of staff members' contact information for the ALERTS system are made. Pages and staff continue to participate in evacuating to primary and secondary sites. Pages also participated in escape hood training. Additionally, remote laptop access procedures are reviewed and practiced, as well as participation in emergency notification tests. The Pandemic Essential Functions Staffing Plan was also completed and provided to Human Resources and Senate Security.

Summary of Plans

Our goals include:

- Individualized small group instruction and tutoring by teachers on an as-needed basis will continue to be offered, as well as optional academic support for students preparing to take AP tests.
- Language tutors will provide assistance to students.
- The focus of field trips will be sites of historic, political, and scientific importance which complement the curriculum.
- English usage pre- and post-tests will continue to be administered to students each semester to assist faculty in determining needs of students for usage in-

struction. Calculator usage pre- and post-tests will be administered to students each semester to assist faculty in determining calculator use in both math and science courses.

- Staff development options include attendance at seminars conducted by the Joint Office of Education and Training and subject matter and/or educational issue conferences conducted by national organizations.
- The community service project will continue.
- Work to maintain accreditation will continue.

PRINTING AND DOCUMENT SERVICES

The Office of Printing and Document Services (OPDS) serves as liaison to the Government Printing Office (GPO) for the Senate's official printing, ensuring that all Senate printing is in compliance with Title 44, U.S. Code as it relates to Senate documents, hearings, committee prints, and other official publications. The office assists the Senate by coordinating, scheduling, delivering, and preparing Senate legislation, hearings, documents, committee prints, and miscellaneous publications for printing, and provides printed copies of all legislation and public laws to the Senate and the public. In addition, the office assigns publication numbers to all hearings, committee prints, documents, and other publications; orders all blank paper, envelopes, and letterhead for the Senate; and prepares page counts of all Senate hearings in order to compensate commercial reporting companies for the preparation of hearings.

Printing Services

During fiscal year 2013, the OPDS prepared 3,150 requisitions authorizing the GPO to print and bind the Senate's work, exclusive of legislation and the *Congressional Record*. This number represents a 10 percent increase in the number of orders over the previous year. Since the requisitioning done by the OPDS is central to the Senate's printing, the office is uniquely suited to perform invoice and bid reviewing responsibilities for Senate printing. As a result of its cost accounting duties, OPDS is able to review and ensure accurate GPO invoicing as well as play an active role in helping to provide the best possible bidding scenario for Senate publications.

In addition to processing requisitions, the Printing Services Section coordinates proof handling, job scheduling, and tracking for stationery products, Senate hearings, Senate publications and other miscellaneous printed products, as well as monitoring blank paper and stationery quotas for each Senate office and committee. OPDS also coordinates a number of publications for other Senate offices, such as the Curator, Historian, Disbursing, Legislative Clerk and Senate Library, as well as the U.S. Botanic Garden, U.S. Capitol Police, Architect of the Capitol and the U.S. Capitol Visitor Center. These tasks include providing guidance for design, paper selection, print specifications, monitoring print quality, and distribution.

Hearing Billing Verification

Senate committees often use outside reporting companies to transcribe their hearings, both in-house and in the field. OPDS processes billing verifications for these transcription services, ensuring that costs billed to the Senate are accurate. OPDS utilizes a program developed in conjunction with the Sergeant at Arms Computer Division that provides more billing accuracy and greater information-gathering capacity, and adheres to the guidelines established by the Senate Committee on Rules and Administration for commercial reporting companies to bill the Senate for transcription services. During 2013, OPDS provided commercial reporting companies and corresponding Senate committees a total of 794 billing verifications of Senate hearings and business meetings. Over 54,000 transcribed pages were processed at a total billing cost of \$483,980, an increase of 35 percent over the previous year.

During 2013, the office processed all file transfers and billing verifications between committees and reporting companies electronically, ensuring efficiency and accuracy. Department staff continues training to apply today's expanding digital technology to improve performance and services.

Secretary of the Senate Service Center

The Service Center within OPDS is staffed by experienced GPO detailees who provide Senate committees and the Office of the Secretary of the Senate with complete publishing services for hearings, committee prints, and the preparation of the *Congressional Record*. These services include keyboarding, proofreading, scanning, and composition. The Service Center provides the best management of funds available through the congressional printing and binding appropriation because committees have been able to decrease, or eliminate, additional overtime costs associated with

the preparation of hearings. Additionally, the Service Center provides work for GPO detailees assigned to legislative offices during Senate recesses.

Document Services

The Document Services Section coordinates requests for printed legislation and miscellaneous publications with other departments within the Secretary's Office, Senate committees, and GPO. This section ensures that the most current version of all material is available, and that sufficient quantities are available to meet projected demands. The *Congressional Record*, a printed record of Senate and House floor proceedings, Extension of Remarks, Daily Digest, and miscellaneous pages, is one of the many printed documents provided by the office on a daily basis. In addition to the *Congressional Record*, the office processed and distributed over 8,050 distinct legislative items during the first session of the 113th Congress, including Senate and House bills, resolutions, committee and conference reports, executive reports, treaty documents, and public laws.

The demand for online access to legislative information continues to be strong. Before Senate legislation can be posted online, it must be received in the Senate through OPDS. Improved database reports allow the office to report receipt of all bills and resolutions received in the Senate which can then be made available online and accessed by other Web sites, such as LIS, FDsys and THOMAS.

Customer Service

The primary responsibility of OPDS is to provide services to the Senate. The office provides the same high level of customer service to the general public, the press, and other Government agencies as it does to the Senate. During 2013, over 10,000 requests for legislative material were received at the walk-in counter, through the mail, by fax, and electronically. Online ordering of legislative documents and the Legislative Hot List link, where members and staff can confirm arrival of printed copies of the most sought-after legislative documents, continued to be popular. The site is updated several times daily each time new documents arrive from GPO to the Document Room. In addition, the office handled thousands of phone calls pertaining to the Senate's official printing, document requests, and legislative questions. The office stresses prompt, courteous customer service while providing accurate answers to requests from Senate offices and the public.

On-Demand Publication

The office supplements depleted legislation when needed by producing additional copies in the DocuTech Service Center, staffed by experienced GPO detailees who provide Senate offices with on-demand printing and binding of bills, reports, and other legislation. On-demand publication allows the department to cut the quantities of documents printed directly from GPO, reducing waste. OPDS anticipates that the need for on-demand printing will continue to increase over the next year. The office produced 843 on-demand jobs during 2013, an increase of 47 percent over the previous year. Documents were produced on-demand for Senate committees and to replenish document room inventory. The DocuTech is networked with GPO, allowing print files to be sent back and forth electronically. This permits OPDS to print necessary legislation for the Senate floor and other offices in the event of a GPO continuity of operations (COOP) situation.

Accomplishments and Future Goals

OPDS anticipates that Senate offices' print-on-demand capabilities will continue to grow in 2014, answering the Senate's needs in light of decreased GPO distribution of legislative documents. The office anticipates the installation of a new, faster, and more cost-efficient digital copier in April 2014. The office works diligently to track document requirements, monitor print quantities, and reduce waste and associated costs. Also of particular note is OPDS's commitment to help "green" the Senate. During 2013, over 12 million sheets of 100 percent recycled copier paper were ordered by Senate offices.

The office continues working with GPO, on behalf of its customers, to improve efficiency and help answer the evolving needs of the Senate. Focus on COOP planning and emergency preparedness will continue.

PUBLIC RECORDS

The Office of Public Records receives, processes, and maintains records, reports, and other documents filed with the Secretary of the Senate that involve the Federal Election Campaign Act, as amended; the Lobbying Disclosure Act of 1995, as amended; the Senate Code of Official Conduct; Rule 34, Public Financial Disclosure; Rule 35, Senate Gift Rule filings; Rule 40, Registration of Mass Mailing; Rule 41,

Political Fund Designees; Rule 41(6), Supervisor's Reports on Individuals Performing Senate Services; and Foreign Travel Reports.

The office provides for the inspection, review, and publication of these documents. From October 2012 through September 2013, Public Records staff assisted more than 3,000 walk-in individuals seeking information from or about reports filed with the office. During that same time period, the office responded to over 10,000 inquiries by telephone or email, including assistance to individuals attempting to comply with the provisions of the Lobbying Disclosure Act of 1995, as amended. The office works closely with the Federal Election Commission (FEC), the Senate Select Committee on Ethics, and the Clerk of the U.S. House of Representatives (Clerk) concerning the filing requirements of the aforementioned acts and Senate rules.

Fiscal Year 2013 Accomplishments

Implementation of the Stop Trading on Congressional Knowledge Act (STOCK Act) was ongoing into fiscal year 2013. The STOCK Act, as amended, required the Secretary to collaborate on the development of an electronic filing system for member and employee financial disclosure reports. Working in coordination with the Sergeant at Arms (SAA) and the Senate Select Committee on Ethics, the Public Records Office participated in the planning and development of the electronic filing system which was successfully launched on January 1, 2014.

The office continued to maintain and update the Public Records Web site that provides online access for documents in each area of responsibility.

To continue implementation of the Lobbying Disclosure Act (LDA) as amended, the Public Records Office conducted two LDA Guidance reviews in coordination with the Clerk of the House. The office referred 1,053 cases of potential noncompliance to the U.S. Attorney for the District of Columbia.

The Public Records Office continued to test continuity of operations (COOP) plans and pandemic response plans.

Plans for Fiscal Year 2014

The Public Records Office will be engaged with STOCK Act implementation throughout fiscal year 2014, collaborating with the SAA and the Senate Select Committee on Ethics as needed to implement and finalize all aspects of the electronic filing system for financial disclosure reports. The office also will continue to assess technology infrastructure needs. The office will work with the House Clerk and her staff to semiannually review and update the LDA Guidance as needed. Additionally, the office expects to work with the House Clerk to initiate further improvements to the LDA electronic filing system. The office will continue to develop and implement educational information and tools that will help all report filers comply fully with the law and assist customers in accessing the information they seek.

Automation Activities

During fiscal year 2013, the Office of Public Records continued to work with the SAA to update operating systems and enhance database performance for all issue areas and improve public query programs and compliance reviews. The office continued to maintain quality control measures to ensure accuracy and integrity of report processing and final database information.

Federal Election Campaign Act, as Amended

The Federal Election Campaign Act requires Senate candidates to file quarterly and pre- and post-election reports. Filings totaled 4,882 documents containing 491,545 pages, which were scanned, processed, and transmitted to the FEC, as required by law.

Lobbying Disclosure Act of 1995, as Amended

The Lobbying Disclosure Act requires semiannual contribution reports and quarterly financial and lobbying activity reports. As of September 30, 2013, there were 4,525 registrants representing 16,351 clients. The total number of individual lobbyists disclosed on fiscal year 2013 registrations and reports was 11,857. The total number of lobbying registrations and reports processed was 113,517.

Public Financial Disclosure

The filing date for Public Financial Disclosure Reports was May 15, 2013. The reports were made available to the public and press by May 22, 2013, well within the 30 days as required by statute. Public Records staff provided copies to the Senate Select Committee on Ethics and the appropriate State officials. A total of 3,892 reports and amendments containing 20,267 pages were filed. There were 121 requests to review or receive copies of the documents, a significant reduction from previous

years due primarily to the online availability of Senators' reports implemented in 2012.

Senate Rule 35 (Gift Rule)

The Public Records Office received 249 Gift Rule/Travel Reports during fiscal year 2013.

Registration of Mass Mailing

Senators are required to file mass mailing reports on a quarterly basis. Four hundred ten pages were submitted during fiscal year 2013.

STATIONERY ROOM

Since it was formally established in 1854, the Senate Stationery Room has evolved into a highly diversified retail outlet serving the needs of the Senate community by providing outstanding customer service and a wide range of products such as office and administrative supplies, health and personal security supplies, personalized stationery, communication and computer accessories, and special order items for official Government business. Additionally, the Stationery Room provides U.S. flags flown over the Capitol for constituent requests. The Stationery Room serves all members, both current and retired; support offices; and other authorized organizations.

The Stationery Room fulfills its mission by:

- Utilizing open market, competitive bid, or GSA schedules for supply procurement.
- Maintaining sufficient in-stock quantities of select merchandise to best meet the immediate needs of the Senate community.
- Developing and maintaining productive business relationships with a wide variety of vendors to ensure sufficient breadth and availability of merchandise.
- Maintaining expense accounts for all authorized customers and preparing monthly activity statements.
- Managing all accounts receivable and accounts payable reimbursement.
- Ensuring the integrity and security of all funds and Government assets under our control.

Fiscal Year 2013 Statistics		Fiscal Year 2012 Statistics	
Gross sales	\$3,150,900.07	Gross sales	\$2,915,708.38
Sales transactions	34,785	Sales transactions	33,881
Purchase orders issued	5,664	Purchase orders issued	4,930
Vouchers processed	5,922	Vouchers processed	5,282
Office deliveries	6,102	Office deliveries	5,459
Number of items delivered	135,000	Number of items delivered	121,408
Number of items sold	290,069	Number of items sold	303,520
Total cartons received offsite	23,000	Total cartons received offsite	20,909
Total of all items received	152,000	Total of all items received	133,988
Average office deliveries per day	22	Average office deliveries per day	23

Fiscal Year 2013 Overview

Webster Online Ordering Portal

During fiscal year 2011, the Stationery Room, with the assistance of the Office of Web Technology, launched an online Web ordering portal through Webster, the Senate's intranet. The website offers an up-to-date Stationery Room catalog with product description, price, and pictures. Customers can place a stock order online and request direct delivery to a location of their choice. During fiscal year 2013, the Stationery Room received and processed 436 orders via that interface, a 20 percent increase over fiscal year 2012. Use of the Web site helps reduce order time, increases customer convenience and order accuracy, and reduces the use of paper through reduced reliance on hard copy orders. Moving forward, the Stationery Room anticipates increased use of this website as customers discover the benefits of its use.

Credit Card Payment for Flags

Utilizing the Pay.gov service offered by the U.S. Department of the Treasury, the Stationery Room has been accepting online flag requests and payments from constituents through member Web sites. At the end of fiscal year 2013, 13 Senators were offering this payment option. The benefits include a reduced wait time for constituents, elimination of payment inaccuracies, and greatly reduced workload for office representatives. The service has been so well received that several participating

offices have practically stopped accepting paper checks altogether. The Stationery Room will continue to expand the service during fiscal year 2014 to eventually include all interested member offices.

New Initiatives for 2014

TranSAAct Statement Integration

The Stationery Room prepares activity statements for approximately 300 customer accounts on the last business day of each month. Those statements are printed and either emailed to the customers or mailed via inside mail. One upgrade most requested by our customers is for the Stationery Room to post the account statements directly to TranSAAct, the online business services portal for Senate offices, with supporting documentation (e.g., itemized receipts or delivery tickets). This integration required a custom application to enable that function. By the end of fiscal year 2013, a functional utility had been completed and fully tested. The inclusion of Stationery in the latest TranSAAct release occurred in early fiscal year 2014, enabling customers to print statements, current and historical, and research transaction details directly from their desktop. The Stationery Room expects to save over \$500 a year in paper costs and, most importantly, reduce paper use by 45,000 individual sheets.

Capitol Visitor Center (CVC) Coordination

The Stationery Room contracts annually with various vendors to provide United States flags. The flags are purchased by constituents through individual member offices, and they are flown over the U.S. Capitol building for commemoration of special occasions. While many flags are flown for specific reasons, some are not and the Stationery Room sells pre-flown flags for offices to meet those generic requests. Late in fiscal year 2013, the Stationery Room began to work with the Capitol Visitor Center (CVC) to supply pre-flown flags to its gift shops. This cooperative relationship offers the CVC considerable savings on flag purchases through the Stationery Room's existing procurement contract and allows the Stationery Room to benefit from larger volume discounts, possibly reducing the cost of U.S. flags on future contracts. The relationship should be finalized in fiscal year 2014.

WEB TECHNOLOGY

The Office of Web Technology is responsible for the Web sites, along with the Web-based systems, servers, and technologies supporting these Web sites, that fall under the purview of the Secretary of the Senate:

- Senate.gov—available to the public;
- the Secretary's internal Web site (Webster.senate.gov/secretary)—available to Senate staff;
- central portions of Webster—available to Senate staff; and
- the Senate legislative branch website (Legbranch.senate.gov)—available to the Senate, House of Representatives, Library of Congress, Architect of the Capitol, Government Accountability Office, Government Printing Office, Congressional Budget Office, and U.S. Capitol Police.

Senate.gov



The Senate website content is maintained by over 30 contributors from seven departments of the Secretary's Office and three departments of the Sergeant at Arms (SAA). Content team leaders regularly share ideas and coordinate the posting of new content. All content is controlled through the Secretary's Web content management system (CMS), managed by the Office of Web Technology.

Senate.gov enhancements in 2013 include:

Video Streaming

Senate.gov transitioned to a new streaming media solution to leverage additional services, while migrating away from a deprecated alternative. The newly implemented player offers more robust viewing options for users, smoother streams, greater availability, and better general experience. After completing the transition of legacy content, Web Technology developed and administered a method for uploading future video content in a secure and efficient manner.

http://www.senate.gov/artandhistory/history/video/KefauverCommitteeNewsreel1_1.htm

Archived Floor Proceedings

Web Technology implemented a tabbed interface for historic floor proceedings videos. This easy-to-use interface separates floor proceedings by calendar year, facilitating browsing of historic proceedings in an automatically updating and intuitive format. The new tabbed view includes summary links to floor reports isolated by year. Changes make management of the system more efficient as the quantity of content increases and will lengthen the lifespan of existing systems.

<http://floor.senate.gov>

Member Office Streaming Video View

A new template and view for floor proceedings was developed based on specifications requested by member offices. The new view is easily embeddable on member Web sites and follows existing workflow, requiring no additional tasks by offices to include live floor proceedings. Having a common view used by members will facilitate seamless upgrades as the streaming video infrastructure advances.

Idea of the Senate

A thoughtful analysis of the Senate's rules and procedures, its history and traditions, and its personnel and prerogatives are shared through this new exhibit. Using many historical documents, portraits, quotes, and anecdotes, the exhibit engages a wide audience of how the Senate has and continues to evolve. In total, 27 individual essays were created as part of the exhibit ranging from 1787 to 2003. This is an exhibit that will continue to grow with content and interactive elements.

http://www.senate.gov/pagelayout/history/one_item_and_teasers/IdeaoftheSenate.htm

Picturing the Senate Feature

This very complex feature highlights various illustrations, photographs, cartoons, paintings, and sculptures where the Senate or its members have been the subject. Unique slideshows highlighting the following:

- Committees
- Senatorial Hall of Fame
- Senators in Caricature
- Photographing the Senate

http://www.senate.gov/artandhistory/history/common/collection_list/CommitteeFeature.jsp

http://www.senate.gov/artandhistory/art/common/collection_list/SenatorialHallofFame.jsp

<http://www.senate.gov/artandhistory/history/common/slideshow/SenatorsinCaricature.jsp>

<http://www.senate.gov/artandhistory/history/common/slideshow/PhotographingtheSenate.jsp>

Senate Voices Archive

The Senate Voices archive added a permanent navigational page listing previously featured Oral History Project subjects. The new feature allows easy access to the monthly pieces highlighting various segments of interviews which are part of the Oral History Project. Some of the subjects focused on during 2013 include:

- Maiden Speeches
- Celebrating Black History Month
- Classic Senate Speeches
- Watergate and the Senate
- Idea of the Senate

http://www.senate.gov/pagelayout/history/h_multi_sections_and_teasers/Senate_Voices.htm

Civil War Sesquicentennial Exhibit

This continuing exhibit has provided a series of online features exploring the Senate's wartime experiences. The components of this exhibit have been updated monthly over the last several years to highlight various events, people, and locations related to the Senate during the war and connecting users to rich historical information throughout the site. The exhibit expanded on the efforts of previous years. Existing pages were expanded to add multimedia content on the right hand side of the page, such as photographs and historical documents. The sub-site contains a wealth of knowledge applicable and engaging to a vast range of audiences.

http://www.senate.gov/artandhistory/history/common/civil_war/CivilWar.htm

http://www.senate.gov/pagelayout/history/one_item_and_teasers/CivilWar_chronology.htm

http://www.senate.gov/reference/Index/Civil_War_Senate.htm

Pending on Executive Calendar Report

Web Technology worked with staff from member offices and the Sergeant at Arms to develop and automate a nightly report of executive nominations, including mapping individual nominations with their assigned calendar numbers. Previously, this information was unavailable in a machine readable format. The new report provides a user friendly and a machine readable version in XML that is updated nightly.

http://www.senate.gov/pagelayout/legislative/one_item_and_teasers/nom_cal.htm

LIS/DMS XML Authoring and Transfer System

The existing XML content production authoring system and transfer method was upgraded in a joint effort with the Sergeant at Arms. The new reporting system allows for greater flexibility and stricter enforcement of XML best practices. Establishing a testing environment to run existing and future systems in parallel with production data helped expedite the project and provided valuable quality control. Code was modified to accommodate changes in the new system and established business requirements with the assistance of legislative staff. This is an ongoing project that will eventually replace all of the 30 plus reports that are sent at least nightly. The changes are being implemented seamlessly to end users as well as staff entering the information. The new system increases the overall uptime of reports and decreases the time for implementing requested changes.

Visitors Section

Using the wonderful photographs and tools for discovering them from the Senate Photo Studio, Web Technology revamped the visitors section to include more recent photographs of the many items of interest around Washington, DC. The text was also thoroughly reviewed and updated as applicable to ensure the accuracy of all information. Close to 100 primary photographs were replaced in this project, making for a much more pleasing user experience.

http://www.senate.gov/pagelayout/visiting/g_three_sections_with_teasers/visitingdc.htm

Funeral and Memorial Services in the Senate Chamber Exhibit

A new exhibit, built on advanced templates created last year and enhanced this year, displays artifacts associated with funeral and memorial services. Information regarding all 55 funerals is included as part of the exhibit, increasing its potential audience.

http://www.senate.gov/artandhistory/art/common/collection_list/Funeral.jsp

President Andrew Johnson's Impeachment Trial, 1868 Gallery Passes Exhibit

The ephemera exhibit includes 25 images of gallery passes associated with the impeachment of President Andrew Johnson. An easy-to-navigate, custom-built slideshow makes the viewing of these colorful and historic documents interesting to a wide range of audiences. The templates used for the creation of this exhibit are easily customizable to display subjects of wide variety.

http://www.senate.gov/artandhistory/art/common/collection_list/1868Impeachment.jsp

Gallery Passes Exhibit

A total of 74 unique gallery passes dating back to 1890 are now available online thanks to the newly created Gallery Pass Exhibit. The custom slideshow allows users to view 12 gallery passes at a time and easily find ones associated with certain Congresses and contrast changes over the years. A valuable list of data regarding the passes back to the 51st Congress was also created as a useful cross reference.

http://www.senate.gov/artandhistory/art/common/collection_list/GalleryPass.jsp

Updated and Enhanced Virtual Reference Pages and Research Tips

The virtual reference desk pages were continually validated and edited to contain the most valuable assets across legislative institutions. Using this well-established format and associated templates allowed us to quickly create new items and modify existing ones to meet the needs of Senate.gov users. Other additions include Sessions of Congress and Art in the Senate.

http://www.senate.gov/reference/common/faq/how_to_executivecommunications.htm

<http://www.senate.gov/reference/Index/Sessions.htm>

http://www.senate.gov/reference/Index/Art_in_the_Senate.htm

Direct Election of Senators Essay

A descriptive essay with supporting documents added to the Institutional subsection of Origins & Development was authored in conjunction with a monthly feature on the Constitution. This historically focused piece includes information on the 17th Amendment, primary source documents, related cartoons, and historical context in an engaging way.

http://www.senate.gov/artandhistory/history/common/briefing/Direct_Election_Senators.htm

<http://www.senate.gov/artandhistory/history/DirectElectionStateResolutions.htm>

Converting Content from PDFs to HTML

In an ongoing effort to increase accessibility of all materials on the Web site, several popular pdf files were converted to HTML pages. The subjects of content included the following:

- Sitting Presidents and Vice Presidents Who Have Testified before Congressional Committees
- The Capitol Art and Architecture
- Senate Sessions while Presidents Lay in State
- Memorial and Funeral Services in the Capitol Rotunda
- Senators Voting from Their Desks

Quick Reference Landing Page

In support of a physical exhibit in a Senate office building, Web Technology designed and published a landing page supported by Quick Reference (QR) code technology. This allowed people viewing the exhibit to scan a code with a mobile device to pull up information about the exhibit, enabling them to read the same information displayed in the physical exhibit as well as providing the opportunity to do further research on Senate.gov.

http://www.senate.gov/QR/dirksen_menu.htm

Biographies and Oral Histories

Five oral histories, 12 Senate Stories, and 25 featured biographies authored by the Senate Historical Office were added to Senate.gov this year. The feature biographies page was revamped to include alphabetical sorting, thumbnail images, and a new layout to allow for quick scanning and searching of the more than 100 featured biographies now online.

http://www.senate.gov/pagelayout/history/one_item_and_tasers/featured_biographies.htm

http://www.senate.gov/pagelayout/history/g_three_sections_with_tasers/oralhistory.htm

http://www.senate.gov/pagelayout/history/b_three_sections_with_tasers/essays.htm

Homepage Feature Articles

- Picturing the Senate
- Amending the Constitution: 100 Years of Direct Election
- Idea of the Senate
- Watergate Hearings
- Classic Senate Speeches
- Celebrating Women's History Month
- Celebrating Black History Month
- When a New Congress Begins

WEBSTER
UNITED STATES SENATE

Emergency? Dial 911 | Webster Help | Feedback

SECRETEARY OF THE SENATE

SECRETARY OF THE SENATE

Executive Office
Legislative Clerk
Bill Clerk
Captioning Services
Daily Digest
Enrolling Clerk
Executive Clerk
Journal Clerk
Official Reporters of Debates
Parliamentarian
Financial Offices
Disbursing
Administrative
Chief Counsel for Employment
Human Resources
Information Systems
Interparliamentary Services
Gift Shop
Printing & Document Services
Stationery Room
Senate Security
Information & Preservation
Conservation & Preservation
Curator
Library
US Project Office
Historical Office

Secretary of the Senate's Office: Services for the Senate

The **secretary of the Senate** is the chief legislative, financial, and administrative officer of the U.S. Senate. Since 1789, the secretary was responsible for keeping the minutes and records of the Senate, paying senators, supplying paper and quills, and receiving and transmitting official messages to and from the president and the House of Representatives. As the Senate grew to become a major national institution, numerous other duties were assigned to the secretary, whose jurisdiction now encompasses clerks, curators, the education of Senate pages, and the maintenance of public records.

Secretaries of the Senate

Nancy Erickson was elected secretary of the Senate when the Senate convened on January 4, 2007.
[Complete List of Secretaries of the Senate](#)

Executive Office Staff

Nancy Erickson, Secretary, S-312	4-3622
Sheila M. Dwyer, Asst. Sec., S-414C	4-3622
Adam Bramwell, Counsel, S-333	4-8789
Robert Paxton, CoS, S-333	4-5636
Mark Tratos, Deputy CoS, S-312	4-9461
Dot Svendsen, S-333	4-3628
Gerald Thompson, Cap Ofcs Liaison	4-1483
Zoraida Torres, Senior Exec Accts Admin	4-7099
Andrew Tanabe, Staff Assistant	4-9278
Information	4-2115

Frequently Requested Links

- Archiving in the Senate
- Employee Benefits (Disbursing Office)
- Floor Orientation Guide
- Reserve the LBJ Room (S-211)
- Telephone Directory

Monthly e-newsletter (archive)
Subscribe or Unsubscribe
(send generated e-mail)

- January 2013
- December 2012
- November 2012

UNUM (archive)

- Autumn 2012/Winter 2013
- Summer 2012
- Spring 2012

The Secretary of the Senate's intranet (<http://webster.senate.gov/secretary>) continued to expand in information and services offered while also implementing a new architecture that ensures the continuity of operations (COOP).

The new architecture comprises load balanced servers in multiple computer facilities. Data is replicated in both centers in real time to ensure accuracy of content to all viewers and implemented seamlessly to content contributors. The newly built virtual servers use the most recently available supported versions of software offered and fully comply with all COOP recommendations. This was a lengthy and complex project but ensures the integrity of the site, the availability of the information, and requires no additional work from users.

A common footer was implemented for all Secretary of the Senate web pages. The addition was implemented to leverage advances in data collection technology for Web statistics. The footer has been very successful in its original goal and will provide for great flexibility when other opportunities arise to leverage advances in technology. The project was greatly expedited through using computer coded custom jobs in the CMS.

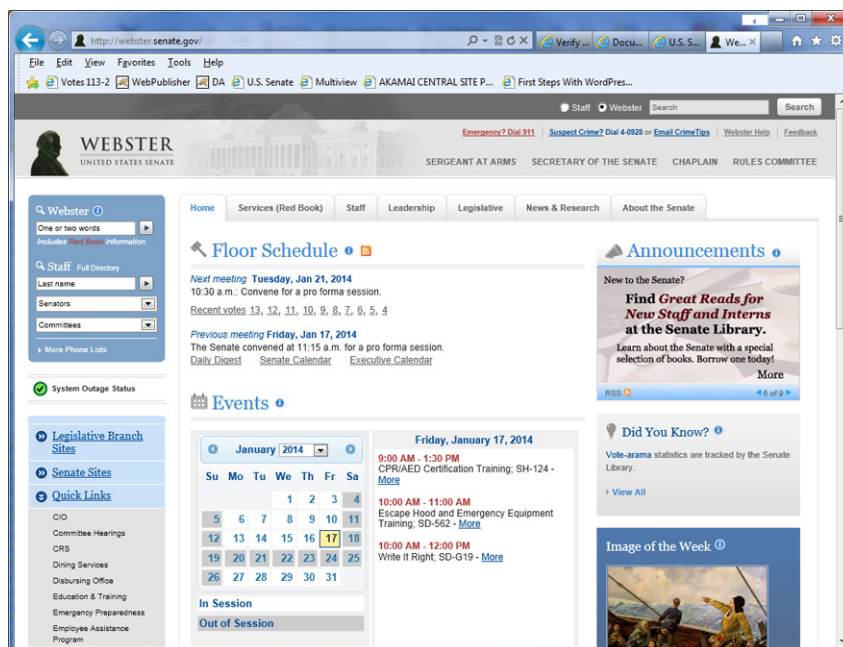
The catalog-based ordering system developed for the Stationery Room continues to be a huge success. During fiscal year 2013, 436 orders were placed and filled using the online order form, a 20 percent increase from last year.

Web Technology developed and implemented a new video solution for live streaming and archived videos to replace a discontinued service that was previously utilized. The new video player allows for on-demand viewing of recorded videos. Specially created conference bridges allow for the consumption of live streaming videos that combine multimedia presentations with live lecturers. By utilizing the existing Watson Conferencing infrastructure, Web Technology was able to come up with a no-cost, supported solution with the Senate Recording Studio. As a result of this joint effort, offices of the Secretary can continue to offer training to State staff without the need to purchase any additional equipment or incur travel costs.

Utilizing advances from the Joint Office of Education and Training's new Learning Management System, Web Technology was able to automate the schedule of classes offered by the Senate Library. Extremely complex code was written to create an online registration form, streamlining the process for maintaining course schedules in multiple systems. The new technology offers more efficient operations and improved customer service to the Senate community.

A new development environment replaced the legacy system. The new server uses the same versions as those on production, allowing for robust quality control of materials posted to production.

Webster Central Website—Webster.senate.gov



In conjunction with the SAA, Chaplain, and Senate Committee on Rules and Administration, Web Technology continued administering, managing, and enhancing the central section of Webster.

Two new load balanced virtual servers replaced the existing single “onebox” server used for searching Webster and integrating the service directory and keymatches. The dual server architecture at separate computer facilities ensures the availability of these functions in emergency situations and utilizes the most recently released and supported versions of software available. Several scripts automating the uploading of the information from the Library’s knowledge base to each individual server were authored, ensuring homogenous content to all users.

Senate Legislative Branch Website (Legbranch.senate.gov)

The Legbranch server is accessible by the Senate, House of Representatives, Library of Congress, Architect of the Capitol, Government Accountability Office, Government Printing Office, Congressional Budget Office, and U.S. Capitol Police. The Office of Web Technology maintains a basic website for a Capitol Hill email messaging working group managed by the SAA. The server will continue to expand and be used to share more information with Capitol Hill entities.

With the Library of Congress, Web Technology created and implemented a new site hosted on <http://legbranch.senate.gov>. The new site lists current and historical versions of the hot bills lists, as well as cloture and appropriations tables maintained by the Senate Library that link to resources internal to legislative branch entities. The new site replaced an antiquated system built years ago to share this valuable information assembled by the Senate Library, which relied on access to specific Library of Congress servers and became problematic to maintain. This new system allows Web Technology complete control to make any and all modifications that may be required and provides an excellent framework as a way to repurpose some of our most valuable information for different audiences through leveraging the CMS. The new site is linked to <http://lis.gov>, one of the most utilized internal sites on Capitol Hill.

Web Technology created customized XML feeds for use on the new beta version of the Congress.gov website. These feeds get published to a repository on <http://legbranch.senate.gov> which allows them to be repurposed by other legislative branch Government agencies. This information was also shared with Senate member and

committees offices so they may leverage this advanced technology on their individual Web sites.

Accomplishments of the Office of Web Technology in 2013

- Coding improvements to existing pages. In the continuing process of ensuring accessibility and leveraging advances in best practices, Web Technology converted many pdf documents to html files to increase accessibility to Web visitors. Additionally, tables were removed from many historic pages where they were no longer necessary, replacing them with advanced CSS techniques.
- Decoupling of back end code from our content management system (CMS). In anticipation of potentially needing to replace our CMS, Web Technology devised a new means of collecting required information programmatically that does not rely on proprietary mechanisms. This is a lengthy and difficult process that will continue in 2014, building on the advances made in 2013.
- In preparing for the possible replacement of the heavily utilized CMS, Web Technology has done extensive research into alternatives. This has involved meeting with Web content management experts and exhaustive independent research. The current CMS is on its fourth generation and has been in place for over 12 years. It is deeply engrained with multiple other systems. Every effort will be made to replace, if necessary, the current system with minimal impact to others.
- Exploring Senate floor Webcast alternatives. In an effort to reduce costs, Web Technology investigated other means of accomplishing streaming live and archived floor proceedings. Several alternatives to the current solution have been developed along with cost and implementation time estimates.
- Creating a multi-tabbed multimedia template for an online Historic Spaces exhibit presently being constructed. The new display allows for several layers of information to exist on a single page, providing a rich user experience. The template was developed so it may be seamlessly integrated into existing exhibits or used to create new ones.
- Responding to approximately 1,274 emails from the general public regarding Senate.gov sites. Worked with various content providers, web support groups, SAA, and member and committee offices to make suggestions and resolve issues. This is a 12 percent increase from the previous year.
- Devising and building a website for the Secretary's Human Resources Department. The site is intended only for Secretary of the Senate staff and was constructed to be easily maintained by nontechnical staff.
- Creating and developing a system to permit the Secretary's Human Resources staff to control all aspects of job postings online, without requiring direct assistance from any other departments.
- Helping design new weekly video usage reports on various streaming and clipping services. New information was critical in evaluating current systems and potential alternative solutions.
- Conducting user testing with Senate staff and interns to increase understanding of current website interactions, desires, and best practices.
- Helping organize Capitol Hill-wide webmaster meetings where best practices were shared across entities. Regularly gave presentations and facilitated conversations.
- Continually training and practicing working from remote locations to be prepared should the need arise. All staff members are fully capable of accomplishing their job functions from any location with Internet access. This was accomplished largely through configuring virtual machines that mimic workstations on office laptops. Regardless of which staff member uses which laptop, the experience will be ubiquitous and consistent with being in the office.
- Rewriting code for pages on the "States in the Senate" online exhibit to utilize daily automated feeds. This allows for greater accuracy of information with less human involvement.
- Nearly completing a complex and beautiful online exhibit regarding primary documents with the Historical Office. The exhibit utilizes many advanced scripts allowing for robust user interactions, such as zooming and lightboxes. The exhibit is an engaging way to display primary historical documents alongside transcripts.
- Working extensively with the Senate Library in the continued development, implementation, and maintenance of taxonomies utilizing the knowledge base system. Created and established a schedule for programs to automatically transfer content nightly from the taxonomy system to the CMS. Participated in the planning, design, development, and administration for including eDear Colleague letter data in the knowledge base and then on Webster.

- Implementing new virtualized production and development servers for the Secretary's intranet. Also, replaced virtualized production servers for the Secretary's dedicated "onebox" server, transfer mechanisms to keep indices current, and a newly built search server.
- Administering the CMS constantly throughout the year and resolved issues as they arose. Modified the existing system for enhancement requests and changes in general Senate information architecture for both production and development systems.
- Working extensively with SAA, Web Technology developed and implemented an advanced technology that collects usage statistics from a distributed environment. The following usage statistics are a result of this effort. Please note, in comparison to previous years before 2012, the statistics reported are solely for the central site of Senate.gov, where previously statistics were for the entire domain of Senate.gov.

Senate.gov Usage Statistics

In 2013 an average of 36,500 visits occurred per day to the central site of Senate.gov. This is an increase of slightly over 4 percent from 2012.

Title of Website/Page	Visits/Month	Avg. Duration	Change from 2012
Senate.gov Site	1,109,793	5 minutes	+ 2%
Senators Contact Page	410,008	52 seconds	— 7%
Senate Homepage	359,594	51 seconds	+ 1%

Reviewing statistics on web page usage helps the content providers better understand what information the public is seeking and how best to improve the presentation of that data. Visitors are consistently drawn to the following content items, listed in order of popularity:

Most Visited Pages in 2013			
Top Pages	Visits/Month	Views/Month	Avg. Duration (seconds)
Senators Contact Info List	410,008	980,925	52
Committees	55,547	102,323	43
Votes Home	57,453	90,275	80
Legislation Home	42,788	62,853	34
113th 1st Session Vote Menu	41,544	78,456	107
Leadership (Org. Chart)	32,729	52,445	135
Constitution	28,491	32,919	271
Active Legislation	21,318	35,066	127
Floor Webcast	20,257	23,920	245
Class Glossary Entry	17,651	20,541	54

By a huge margin, the most popular page on the main Senate Web site is the list of Senators with links to their Web sites, comment forms, main office addresses, and telephone numbers. Visitors also continue to be interested in legislative matters in 2013 with roll call vote tallies, the active legislation table, committee assignments, and schedules being particularly popular. The Senate Floor Webcast is a new addition to the top ten list, beating out employment opportunities from 2012.

TRAINING AND NEW RECRUITS

Senator SHAHEEN. Thank you.

Thank you all very much for your testimony.

Chief Dine, the subcommittee provided a modest increase in funding in fiscal year 2014 for Capitol Police, and that was to go mainly to restart new recruiting classes and to return to routine training. Can you update us on whether the classes have begun and how many officers you expect to be brought into the force this year, and how the training is going?

Chief DINE. Yes, ma'am, thank you very much.

First of all, we're very appreciative for the funding that you have provided us. And those are essentially two of the core areas that are the lifeblood of this agency: people and training.

As it relates to the people, we are very excited. We've hired a new Human Resources Director, just a little bit before I came on. And one of the missions that we gave her was to reengineer the manner in which we hire people and make them U.S. Capitol Police officers. As I mentioned in my remarks, we consider USCP to be America's Police Department. We are the face of the Capitol, in the sense that we're the first people that people see when they come here from around the country and around the world, and the last people they see when they leave. We strive to represent the best in American policing, and have best practices, and be as professional as we can be. When people leave here, they feel like they've just encountered America's finest, America's Police Department.

Our hiring is very, very important. And what's important for this agency is to have people understand the type of position that they're undertaking. As you know, we're a unique agency. We're sort of an amalgamation of a number of different kinds of departments—State, local, and Federal—because we do so many different things. But, we want to meet their expectations when they choose this agency, and likewise, we want to choose the best and the brightest. We've instituted an assessment center process. We opened up hiring; again, thanks to the funding you provided. And, in just about 4 weeks, we received over 6,900 applications.

Senator SHAHEEN. Wow.

Chief DINE. We were very excited about that. And that's from across the United States. Several weekends in the last few months, we've brought the top candidates in from that group, and had a 2-day Assessment Center process. They were tested academically and physically, but there was also a process to explain to them what the United States Capitol Police is all about. We explained how we do business, what the agency does, to make sure that we are meeting their expectations and that they have a long career here, and they don't come here and then go somewhere else. Likewise, it allows us to meet these folks and get to know them so we can make sure we choose the best people.

I was there, personally, with Assistant Chief Malloy, our CAO, Richard Braddock, as well as a number of command staff who went through agency overviews. We're slated to hire about 100 people this year, in three separate classes. We actually have a class in process right now. That class was just to backfill. But the hiring to meet the 1775, for which you've provided, it will take place over the next three classes, and we're on board to do that.

Senator SHAHEEN. So, excuse me for interrupting, but you said that we got 6,900 applications for about 100 positions. Is that correct?

Chief DINE. Yes, ma'am.

Senator SHAHEEN. Wow.

Chief DINE. It made us very proud. And, as we were going around from table to table, meeting with these folks, they came from across the United States to be part of this agency.

Senator SHAHEEN. When do you expect that first group that's going through training now to begin?

Chief DINE. The first group, they just started a month or so ago.

Senator SHAHEEN. Oh, okay.

Chief DINE. 2015 is when this bulk of people will be available to us, so that is part of the challenge; they won't be available to us until 2015, especially this group. The three classes that I referenced are May, July, and September, the three main classes for the 100.

Senator SHAHEEN. Great.

STATUS OF NEW RADIO SYSTEM

I had the opportunity, a couple of months ago, to go through and look at the process of implementing the new state-of-the-art digital radio system. It wasn't quite finished at the time I had a chance to visit. But, can you update us on both the status of the new radio system and what capabilities it has that the old system did not?

Chief DINE. Yes, ma'am. And I was remiss, I got so excited talking about the new recruits, I didn't answer the part about training, which is very, very important.

Two of the core areas that we are engaging in training, and, frankly, had to defer training over the last couple of years because of funding issues, but these are critical to the nature of what we do in the service and security we provide for you: our active shooter training and security training—security screening training. So, with the funding that you are providing to us, we'll be able to put our last group of 500 through active shooter training, and then—in this fiscal year—and we'll be able to put 600 officers through our security screening refresher training. Obviously, they've all had these trainings, but it's very, very important. These are perishable skills. Training has to be kept up, and this is critical to our efficiency and effectiveness. That's what we'll be working on, in terms of training and the funding you provided to us.

And yes, we are extremely proud. Richard Braddock, who's not here today; he's ill—he and his team—Norm Farley is here, our CIO—the whole team, thanks to all of your support—the Sergeant at Arms, the Architect of the Capitol, NAVAIR—worked very, very hard to bring the radio project online. It is a state-of-the-art radio system designed especially for us. There's no other system like it in the world, because of the challenges we face, in terms of indoor and outdoor challenges. It's a 14-channel digital P-25 encrypted system, and it's fully operational now. And we've actually gotten nothing but kudos from around the Department, in terms of how it's operating. In fact, later this month, we're going to stand down the old system. We kept that up and running for a while, just to make sure. And the good thing is, we did this very judiciously, because the radio system is a life-safety system, obviously, for our officers, so we wanted to make sure it was done right and that it worked correctly.

It significantly enhances our interoperability. We did have interoperability before, through several different means, including PMARS, which is the Police Mutual Aid channel, and DC-01 and -02. But, this allows us to incorporate more indices and enhance interoperability more with the flick of a switch, literally.

We've done some other things, though, above and beyond that, to enhance communications with our partner agencies, with whom we work very hard every day. We've actually given our radios to the Secret Service, to the Metropolitan Police Department, to U.S. Park Police, and to the Supreme Court Police. We have a ring-down phone in our Command Center now that connects us to the service and several other agencies. That's another way to do business, just in case. We have several layers of interoperability, and now we have a state-of-the-art system that is working very well. We appreciate your support for that.

Senator SHAHEEN. Thank you.

Senator Hoeven.

PLANS FOR REOPENING DOORS

Senator HOEVEN. Chief, any plan to change how you—which doors you have open and how you operate them for fiscal year 2015?

Chief DINE. Yes, sir. What we've implemented is a very aggressive approach to monitor these doors from our Command Center. We now have staff monitoring every door. And we used to informally track the ingress and egress, and we have significant analysis the flow of people in and out of our doors, how long it should take, how many minutes it should take, and—depending on where you are in line. It's incredibly detailed work.

We used to informally track people at various doors. We'd find somebody wearing a yellow scarf and just see how long it took that person to get in.

But, what we've tasked our folks to do now is actually monitor every door and track consistently so that we can chart out and graph the doors and the lines and how long is it—how long it takes. Then what they do is, if they see a backlog or a bottleneck at any door, they immediately notify our watch commander in the Command Center who notifies supervisors in the field. Then their role is to then call on any number of several units that will then come and assist from our building patrols, our emergency responders, who are often responding to alarms or when people have distress or other calls for service in our buildings. Our separate bike unit can be called, or our motor unit. We have an array of units that will then be called to help prescreen people, direct people to other open doors that may be open nearby that some people aren't even aware of, which does happen, frankly, or they'll open up another magnetometer, if it's one of the doors that actually has a magnetometer or an additional magnetometer or two there that's not being used. And then, if necessary, we're always assessing if we need to open additional doors.

Right now, the data shows that the flow is going very well, we're going to keep that aggressive. We do a weekly analysis now, and chart it out with the actual average times that it's taking people to get in and out. And we obviously work very closely with the Sergeant at Arms Office, and we couldn't be more appreciative of their support.

IMPACT OF THE DOME RESTORATION PROJECT ON OVERTIME

Senator HOEVEN. How about, Chief, with the Dome restoration project? What's—what does that mean for your officers, for overtime and so forth?

Chief DINE. Overtime is built into our budget planning and we are working with the AOC on that. We already have an operational plan, in terms of where we'll deploy officers and where we'll do screening for vehicles. We've presented that to the Capitol Police Board, so we have a plan in place. It won't be dissimilar to what happened in the past, and we know that it's a really critical project, but in terms of safety and security of the campus, it's very, very important, because no vehicles can come up here without being screened, nor can people. We have a plan in place for that, and we are prepared, both operationally and fiscally.

LESSONS LEARNED FROM THE NAVY YARD INCIDENT

Senator HOEVEN. How about—talk for a minute about lessons learned from the Navy Yard incident, and also both the interoperability of your radio systems, but then also your coordination, you know, with the other Federal, State, and local law enforcement, as well as the incident we had with the individual in the automobile.

Chief DINE. Yes, sir. We always do an analysis and after-action anytime we have a major event. Obviously, those two incidents highlighted the importance of interoperability, of us communicating as best we can, and always looking to see lessons learned. We've concentrated on a couple of areas, where we've gone back and looked at policies, we've looked at communication, and we've looked at our perimeter security, in a comprehensive way. We'll be changing some of our policies and directives as it relates to that, to enhance that.

In terms of interoperability, one of the things that was, highlighted with both incidents, is that, when things happen very quickly, you can have the best system in the world, but there are still challenges when things take 2 or 3 or 4 minutes, because there is some misnomer in interoperability, that people think you're going to have a thousand police officers from 20 different agencies talking on the same channel, and that's not necessarily correct. But, what we can do now more quickly is communicate. We're excited about that possibility. Because we've shared radios with other agencies we've enhanced our interoperability all the way around.

One of the things we can do now, every tour of duty, is—we call our sister agencies, just to make contact for that tour of duty, to make sure we know who their watch commander is in their Command Center, and they know who's working on our end, and see if there are any issues ongoing or brewing that we need to know about. Just that exercise, alone, along with some of the other issues I mentioned, greatly enhance our communication efforts.

IMPACT OF REDUCTIONS TO THE FISCAL YEAR 2015 BUDGET

Senator HOEVEN. If you have to make further reductions to your budget, where would you go for those things? Is there some flexibility that could help you? And are there things that you're doing that could be eliminated?

Chief DINE. There is not much flexibility, the way the budget is built right now, because we literally have no new initiatives built in. The initial reductions would have to, be in the area of training, which is really the last area that any agency wants to reduce or cut back in. After that, it would be personnel, and we'd have to reduce back, then, the number of staff, both sworn and civilian, which does impact how we do business.

Senator HOEVEN. Is there anything that you're doing that you think could be eliminated, or should be eliminated, maybe even if it were statutory? I mean, are there things that you think that, you know, would save you dollars if you didn't have to do them, and that it would work to not be doing them?

Chief DINE. Operationally, no. Obviously, the shutting of the doors for sequester saved a significant amount of money, \$16 million. We went from mid-\$30 million in overtime to the low-\$20 million in overtime, which is a significant amount of money. In that regard, that helped. But, operationally, we are a public safety agency and face challenges in terms of the risk we face and the potential target that we are up here.

Senator HOEVEN. Okay. Thanks, Chief.

Chief DINE. Yes, sir.

Senator SHAHEEN. Senator Coons.

Senator COONS. Thank you, Chair Shaheen. And thank you, Ranking Member Hoeven.

IMPACT OF THE SEQUESTER ON ACTIVITIES

Thank you for your service and for the opportunity to be with you today and to go over some of the elements of your budget request, budget submissions.

Let me first—and this may have been covered, so I apologize—I'd just be interested if each of you, in turn, would talk about, in a little more detail, how sequester affected your ability to carry out your responsibilities and how the passage of the fiscal year 2014 omnibus has changed that, and whether, your view, sequester, which still remains the long-term law and sort of gives us a long-term budget picture that is one of steadily declining spending several years from now, should we not work out an alternative, for which I hope we will all be working diligently—how would a return of sequester affect you, and what are the vital things that you need to invest in—training, technology, equipment, workforce, modernization—that you are not, because of a concern about the long term? Does that make sense?

If I could, with you first, Nancy.

Ms. ERICKSON. A big concern for our organization, looking at the possibility of a sequester 2 years from now, is staffing. We are a small organization, we don't have a deep bench. Cross-training is important. So, I would have a big concern on our ability to staff our offices.

And another area of concern that I have is related to the cost-of-living increase. We're grateful to your committee for funding the 1-percent cost-of-living increase. It had a big impact on morale, after 3 years of going without a cost-of-living. So, thank you, on behalf of my staff, for that.

And another concern is being required to furlough the majority of our staff this last year. That was one of the most difficult things—and I think I speak for all of us at this table—to have to give your staff furlough notice, and the message that that sends, that their services aren't critical. And I tend to believe that every job in our organization, like the Sergeant at Arms or Capitol Police, is critical for the support of this institution. So, I hope that we can avoid that situation, going forward in the future.

Senator COONS. Thank you, Nancy.

Mr. GAINER. Thank you, Senator.

A couple of issues. If you put aside the pain of putting people on furlough, and the concern of when will their compensation be restored, I think the sequester put us exactly where we needed to be. It was difficult, and I think it made everyone focus on how we would run our organizations if we were operating in the private sector.

When we realized the impact of sequestration we could have approached it in several ways. One approach was reducing salaries, and the other was reducing expenses. And so, again, the Congress was very good to allow us to use this voluntary separation program, which facilitated people who wanted to take early retirement or retire, in general, or do something different. So, I really think it was an upside for them, and it made us refocus on how we need to conduct our business.

And, as I mentioned, we reduced our strength by about 68 people in this past year. There is a whole list of ways where we saved money, for example, a million dollars was saved by improving the way we handle our printing and Post Office operations. And I am not certain that, if it was not for the "trial by fire," we would have been in the right positions to say, "How are we going to operate the way we need to operate?"

And so, I believe that we are about at the right size and at the right cost. Future sequesters would affect all of those things. There are any number of things that go—to the question—what would we do if we had to take bigger cuts? We would have to significantly change expectations of the members, the staff, and your constituents. The same way the Chief mentioned, we could close doors to save money. We could replace computers less frequently, and we would save money. We could ask you to shrink the number of Senate State offices and it would save money. All of those things make your work easier, and make it so that you can respond to the public, in general.

There are challenges. We have already deferred capital investment in our IT shop; however, it is now time to reinvest and upgrade equipment so that you can keep up with cloud-type networks, other new services and high-speed Internet. All that requires an ongoing investment.

The—I mentioned the State office leases. I do not want to beat a dead horse but lease costs have grown 3 percent every year, and it's completely beyond our control to change that.

Security. In general, physical security needs to improve. Notwithstanding what we have done, there are some vulnerabilities around here, and we ought to look at those. And we have discussed things like the constant threat of improvised explosive devices. Those are

still vulnerabilities. The free access on Constitution and Independence Avenues and Second Street, are all ongoing threats that we have analyzed and are concerned about.

Our postal employees and your staff do a tremendous job making the mail safe. They process a significant amount of mail. As a rule, your staffs do not accept mail that has not been cleared but sometimes it happens and that is a continuing concern.

I think that covers the five challenges. The physical security, the State office leases, the replacement of IT equipment, the mail handling and capital investments.

Senator COONS. Thank you, Terry.

Chief. Can the Chief answer?

Senator SHAHEEN. Yes, go ahead.

Chief DINE. Yes, sir, thank you very much.

Senator, I think the two areas I mentioned for us, because we're essentially in the service and security business, are the two areas that are the lifeblood for us and any police agency, are personnel and training. Thanks to the budget that you provided to us, we've been able to increase training in two very, very core areas: active shooter training—and I had mentioned that we're going to put our last 500 officers through active shooter training this fiscal year—and then 600 officers are going to undergo refresher training in screening, which is obviously a big part of what we do, as well. We've had to defer training over the last several years, due to cuts. And training is a critical part of a police agency like ours in an area you don't want to cut. And then, personnel. We're now able to increase position levels to 1775, with the budget that you've provided, and better fulfill our mission. Those are our two key areas.

And then, likewise, in reverse, should cuts come, training would suffer, as would our number—the personnel number, which is why I mentioned the savings that we did secure as a result of just a few door closures. And again, we appreciate your cooperation. I remember, when we met on this last year, and it was a wonderful meeting, because the response was, "Is this all that's being closed? You know, it seems reasonable." And we appreciated that. But those closings resulted in a huge savings, so we appreciate your support.

Senator COONS. Thank you.

If I might just offer one editorial comment. I have worked in a lot of different settings in a lot of places. The folks who serve here, in the Capitol Police and Sergeant at Arms, the Secretary to the Senate, are exceptional. The support that we get, as legislators, the support to make it possible for us to have a very open legislative process and body and campus, yet still be secure, and the support we get for the work we do, both in State and here, and the support for our functions and for—is exceptional. I really appreciate your service and I am grateful for what you've done and what you're going to do. Terry, I'm particularly grateful for your crew here, as well.

So, thank you very much. And thank you. I look forward to continuing conversations about how we responsibly plan for future workforce needs.

Thank you.

POLICY ON CHAMBER CLOSINGS DURING EMERGENCIES

Senator SHAHEEN. Thank you, Senator Coons. Another area of bipartisan agreement.

Chief Dine and Mr. Gainer, Senator Hoeven raised the concerns about what happened with the Navy Yard tragedy and the car chase situation, and talked a little bit about lessons and the importance of interoperability. But, one of the things that I learned from those incidents, that I was surprised about, is that we don't have a uniform policy on how we determine which chamber closes to activity and which one doesn't, that is determined by the chamber itself. And I wonder Mr. Gainer if you could talk a little bit about what the process is for deciding when areas go on lockdown, when the Capitol is locked down, and who makes those decisions, and whether there's a process in place that needs to be examined, given our recent experience.

Mr. GAINER. Thank you, Senator—Chairwoman.

I believe there is a process in place. First, I would defer to the Chief, as people did to me when I was Chief. In an emergency, the Chief and his officers make the call about what to close, when to shelter in place or when and where to evacuate.

If we have the leisure of time, then there is an established process in the Senate we follow. We have the Senate Continuity Board that would meet, review the situation and make recommendations to the Majority Leader.

If the situation falls someplace in between that, the response might be based on conversations that the Chief and I would have, regarding the ongoing situation. In the event that happened most recently, regarding the intrusion by Ms. Carey's car, I spoke with the Majority Leader and several members of his staff about what we needed to do before making that recommendation.

Before meeting with the Leader, I had ongoing conversations throughout the day with my counterpart in the House. In the 7 years I have been in this position, and the 4-plus I served as the Capitol Police Chief, there was never a dispute. In this case, the House Sergeant at Arms and I had a professional disagreement about what we thought we needed to do. The value of having independent Sergeants at Arms is that I can make determinations, based on my understanding of the needs of the Senate.

I do not think there is a problem. It was unique that there was not agreement. And I believe, that in the course of ongoing events, there can be different perspectives on how to handle each incident.

Senator SHAHEEN. I certainly appreciate that, but let me see if I understand what you said. If there were overriding safety concerns and, Chief Dine, you thought it was important to close certain areas of the Capitol campus or certain buildings, and you made that determination, then everybody would comply, even though there was a difference of opinion between Sergeant at Arms in the chamber? Is that what I understood you to say?

Mr. GAINER. From my perspective, absolutely. First, we have someone stationed in the Chief's Command Center at all times. It would be highly unusual for something to happen so quickly that there was neither input from someone from my office nor situational awareness. But, it can happen. And there is complete trust

in the Chief's leadership to make the determination to close the building, lock down, or some other response.

Senator SHAHEEN. And that's your understanding, as well, Chief.

Chief DINE. Yes, ma'am. And on that day—and I think we're actually referencing the Navy Yard incident, I believe.

Senator SHAHEEN. I think that was my understanding, that the House closed, that day, and the Senate did not. Maybe I misunderstood that.

Mr. GAINER. Vice versa.

Senator SHAHEEN. Okay.

Chief DINE. There was constant communication between us on the Board, and several conversations, and, in that instance, I think, as Sergeant at Arms Gainer just alluded to, there was over 100 years of police experience on the phone together, you know, trying to make heads or tails out of that. And I guess, at some point, not everybody saw things exactly the same way.

In a perfect situation, I think we would have a cohesive or unified result. In the future, I believe that would happen. But, reasonable people with all that amount of experience can view things differently.

Mr. GAINER. May I add to that? In this case, it was a close call to open or close the Senate campus. On a spectrum, the decisions at each end are the easy ones to make. This one fell more towards the middle.

Senator SHAHEEN. Sure.

Mr. GAINER. In retrospect, had we not shut down, there would not have been any damage. In my recommendation and conversation with the Chief I erred, on the conservative side, because I did not think it was a tremendous strain on what was going on on the floor or with the safety of the members. In most crises, I think we will all be seeing the problem in the same way.

Senator SHAHEEN. I appreciate that. I guess what I'm trying to figure out here is, if Chief Dine, or whoever the Capitol Police Chief is at the time, determines that there are overriding safety concerns, does he have the authority to override your decision, or is there a process in place whereby everybody has to agree in order for a decision to be made?

Mr. GAINER. My perspective is that he can absolutely override. He has control of the alarm systems and the notifications. If the Chief's staff in the Command Center make the determination to lock down, shelter in place or evacuate, we will go with that decision.

Senator SHAHEEN. Okay. Thank you.

SECURITY OF INFORMATION TECHNOLOGY

Mr. Gainer, you talked about the IT portfolio that you have with the Sergeant of Arms Office, and the importance of that. And I certainly agree. Given the continuing cyber threats that we're hearing about in this country, first of all, I would ask you, even though I appreciate that this may be classified information and you can't give us any details, can you say whether or not the Senate members, Senate information technology has been threatened by cyber attacks? And what steps are you taking to address security to ensure that it's not a concern that we all need to worry about?

Mr. GAINER. Our IT operation, run by Vicki Sinnett, has a very proactive cybersecurity operation that is linked very closely with intelligence agencies and others involved in preventing cyber mishaps. Potentially the biggest vulnerability we could have to our IT security is when someone responds to a phishing expedition, and clicks on a link they are not supposed to. The Senate community is very good at not making that mistake, but there are always tricksters out there. So, we have reviewed each member's Senate Web site to identify potentially dangerous links.

Senator SHAHEEN. Sure.

Mr. GAINER. We have provided warnings that indicate the consequences of going to these links and we continue to test. I think that is the bigger threat. But, we do know that there are those who continually try to challenge our systems.

Now, these may be startling numbers, and everybody needs to keep them in perspective. Every single day we have nearly 400 million attempts or touches to our Internet network.

Senator SHAHEEN. So, let me just clarify. When you say "400 million," that's not 400 million trying to access individual Web sites or get information from the system. That's 400 million who may have an interest in getting through the security on the system?

Mr. GAINER. No, it's actually a combination. More of the latter than the former.

Senator SHAHEEN. Okay.

Mr. GAINER. So, if I follow the trail, 15 percent of those would be categorized as high or very-high risk and would require more work. The good news is that technology permits us to monitor that with our own staff. That generates less than 10 security incidents that we would need to report to others per month. It shows you the scope of the potential and the sophistication of the systems used to keep those intruders out.

Back to the phishing, we did have approximately 6,000 incidents where people accessed sites they should not have or went to sites that led to unsafe sites, and we have resolved those instances.

Overall, I would say this, we have great people that are connected to what's going on across the globe, through phenomenal technology, and I think we are in very good IT shape, as long as we continue to invest in replacing our equipment.

Senator SHAHEEN. Thank you.

Senator Hoeven.

Senator HOEVEN. Mr. Gainer, I want to follow up on that point. So, when it comes to cyber security, you feel you have adequate resources to make sure that we are providing adequate security or proper security in that area, and you feel we're doing the things we need to do.

Mr. GAINER. Yes, sir.

Senator HOEVEN. Okay. You mentioned that, if you had to find additional savings, that you'd have to reduce services. What services would you reduce? I mean, where would we see that impact?

Mr. GAINER. Turnaround times would be impacted. For example, we supply all the IT equipment, your hand-held devices, both here and in the State offices. We currently refresh office equipment every 3 years. But if we reduce services we may only refresh every 5 years or we may not always get the newer model for devices such

as Blackberrys. We do not just buy equipment and pass it on. We do all of the testing to make sure the systems we use can operate properly.

We process large volumes of constituent mail and your expectations are that it's turned around in a certain period of time. If your computer breaks down in your office, there's an expectation that we will be there quickly.

Those are the types of service delays that could cause problems. We have 454 State offices; 25 percent are in Federal buildings, the rest are in commercial space. Members do move between rental space for a variety of reasons. Those moves require us to renegotiate leases, buy new equipment and move the existing equipment. Many of the offices want faster internet service. Those are all costs that need to be considered.

Regarding the opening and closing of doors. I don't see this as just a convenience; it is part of the service to you and your constituents, but there is money to be saved in how we handle that duty.

Senator HOEVEN. So, how many of the—or, do members typically still get hand-held devices through you, rather than just getting their own, so they don't have to carry two? I mean, I—for example, you know, I carry one, pay for it myself, because the whole issue of doing, you know, your private call, which you can't do on a Federal phone, and so forth. Isn't it easier for most of them just to buy their own? And wouldn't that be an expense savings for you?

Mr. GAINER. I think there are great arguments on both sides of the issue about purchasing your own device. When we discuss whether bringing your own devices makes more sense our IT security team is concerned. The upside is it is less expensive and the downside is there is a lot less control on phone security. However, technology across the globe is moving to different areas that may help. It is an area that we continue to explore.

The amount of funds that we use to buy your products for here and at your State office is based on the population of your State. Based on your needs and your constituents' expectations and safety, it works very well.

Senator HOEVEN. Is there anything—any flexibility that would help you? Is there anything you're doing that you really think that we could do without, reasonably, even if it required legislation?

Mr. GAINER. I'd want to give that some more thought. There is nothing that is so crystal clear to me at this time.

Senator HOEVEN. Jumps out at you.

But, if there is something, I'd like you to let us know, even if it involves something—

Mr. GAINER. I will make sure that Drew Willison is aware.

MEMBERS' STATE OFFICE LEASES

Senator HOEVEN. I don't know, he doesn't have a mustache.

Overall, your budget's increasing 1.8 percent—or your budget request is 1.8 percent higher. So, you're—you know, you're—and you have been a leader, in terms of finding ways to save money, and I think, you know, you do very well at it. I see the State—but, one of the things that's increased quite a bit is the State—the members' State offices. And could you just tell me why that's the case?

Mr. GAINER. Sure. The overall increase in expenses this year is \$600,000 due to an increase of \$2.4 million the State office leases partially offset by reductions elsewhere.

Senator HOEVEN. Yeah, I mean the State offices. That's what I'm talking about.

Mr. GAINER. The lease costs continue to grow. One way you could reduce costs would be to move into Federal buildings located in your States. It would make it much easier.

Senator HOEVEN. There's tradeoffs there, took, because as far as people getting access to you, then it's much tougher. They, you know—

Mr. GAINER. Senator, I wholeheartedly agree. And that is the dilemma based on the resources provided.

Senator HOEVEN. Right.

Mr. GAINER. Good understanding of the Senate and what you expect and what your constituents expect.

OFFICE OF PRINTING AND DOCUMENTS

Senator HOEVEN. Okay. Well, and that's why I asked that question.

Ms. Erickson, I guess I'd start with the same questions for you. For example, some of the printing and some of those kind of things. And I think the Chairman of this subcommittee even has legislation in that area, as far as some of the—you know, the paper materials we put out in this day of—this age of electronics. You know, are there some things you think that could or should be changed that would provide cost savings in your area?

Ms. ERICKSON. The director of our Office of Printing and Documents says that we've dramatically reduced the number of documents that we're distributing to offices through the Government Printing Office. And we're—and I think we're saving committees money in printing by the fact that we have a DocuTech Center in our Printing and Documents Office. It's a huge printing machine that we have leased. And we're able to do printing jobs for committees in a much cheaper manner than if they were to go directly through the Government Printing Office. Our printing in this area, for committees and to restock document room inventory, has gone up 47 percent in the last year. And even though the volume has increased, we're able to do it much cheaper than if the Government Printing Office were doing these jobs.

Senator HOEVEN. So, is there any flexibility or is there anything that you feel would be helpful in your operation to do things better or to not do something that you're now required to do that maybe we could do without?

Ms. ERICKSON. Well, I have to say, beginning in 2010, our organization saw the writing on the wall and started making the tough decisions. And those tough decisions have allowed us to keep our budget pretty lean. As I mentioned, my operating budget, my request this year is lower than the appropriation we received when I became Secretary in 2007, and our salary budget is 1.5 million less than it was in 2010. So, I'm pretty proud of our organization, that we've been able to maintain the services to the Senate with lean budgets.

But, our Keeper of the Stationery identified an 1815 law that requires our stationery room to advertise in two or three newspapers for a 4-week period for necessary stationery supplies. So, that's writing tablets, envelopes, folders. And what we would like, ideally, would be for the Congress to change that statute that would allow us to advertise on "FedBizOpps.gov" or use the GSA competitive schedule in order to procure these products. And, as a result, it would lower costs for your Senate offices, who are our customers.

Senator HOEVEN. Would you bring that forward? I'm pretty sure we could, maybe, impose upon the——

Ms. ERICKSON. I would be happy to.

Senator HOEVEN [continuing]. Chairwoman and myself to sponsor that——

Senator SHAHEEN. I think we——

Senator HOEVEN [continuing]. Legislation——

Senator SHAHEEN [continuing]. Could get some bipartisan legislation for that.

Senator HOEVEN [continuing]. Bipartisan way. And I'm sure—so, bring it forward——

Ms. ERICKSON. Will do.

Senator SHAHEEN [continuing]. We'll see if we can't get that changed.

I want to offer that to all three of you. If you have something that you think would be helpful—and again, you can take time to think it through—but, things that you think could be helpful that would enable you to do your job better, save money, or maybe there's something you're doing that you just don't need to do anymore. Please bring it forward so that we can submit it, legislatively.

And now, Ms. Erickson, the last question I have—and you'll have to remember, this is going to be part of the permanent record, so I want you to think carefully before you respond. Will you miss Terry Gainer?

Mr. GAINER. She's going to claim the Fifth, I bet, on that.

Ms. ERICKSON. No. I won't claim the Fifth. Yes, and we've had a good, collaborative relationship between our organizations. And I'd like to think that I've saved Terry Gainer money, on the IT front, by the antiquated BlackBerry that I use. But, Terry and I work closely on continuity issues. We're co-members of the Senate Continuity Board, and we work behind the scenes to make sure that the Senate could meet, anywhere, at any time in the event of emergency.

Senator HOEVEN. Great teamwork. And it shows.

Chief Dine, I'd ask you the same question.

Chief DINE. Absolutely. Some would say that it's a very difficult situation to be in a position where your boss had been the Chief of Police before you. And that has never been an issue. Terry Gainer always tells me what he thinks, gives me the best advice; doesn't tell me what I'd like to hear, tells me what I need to hear, but then always says, "I hope I'm not overstepping my bounds." And, of course, he never does. You won't find a more committed public servant. He bleeds blue, and been a great supporter. So, we will miss him.

Senator HOEVEN. Absolutely. Again, Terry, for 47 great years. Truly appreciate it.

Mr. GAINER. Thank you.

Senator SHAHEEN. Thank you.

I have a followup on two issues that Senator Hoeven raised.

First, Mr. Gainer, with you. In terms of the State offices and the increased cost, I'm still trying to figure out, if we have the same number of Senators and presumably, the same number of offices from year to year, how does that cost continue to go up so much? Is it because the rents in individual States are going up, or is there something else going on there?

Mr. GAINER. That is it, in a nutshell. It is the rising rental costs, just the—the rents rise around the United States.

Senator SHAHEEN. Okay.

FEC ELECTRONIC FILING SYSTEM

Ms. Erickson, you talked about the electronic filing system with the Secretary of the Senate's office. One of the things that I understand is that, even though we are trying to encourage electronic filing for Senators for their finance reports, that that's not required. Is that correct?

Ms. ERICKSON. Well, they can still provide paper reports.

Senator SHAHEEN. That's right. So, we haven't said, as Senators, that this is something that we think everybody should do. It is something that the House does, however. Is that correct?

Ms. ERICKSON. That is my understanding.

Senator SHAHEEN. I understand that the Federal Election Commission reports that manual processing of Senate campaign filings costs the FEC \$430,000 a year?

Ms. ERICKSON. That is my understanding.

Senator SHAHEEN. So, can you talk about how much additional costs there are to your office because there are still paper filings, as opposed to electronic filings?

Ms. ERICKSON. Sure. And I want to clarify my earlier answer. I was talking about financial disclosure filings, which we will be accepting electronic filings, but the statute still allows for members and staff to file paper files.

With respect to FEC reports, Senators and Senate candidates are required to file paper FEC reports with our Office of Public Records. And last year, we processed roughly 490,000 pages of campaign reports. Many of these reports are copied front and back, with the intent to save paper. Unfortunately, when it arrives in our office, we end up copying all these paper reports, scanning them, and indexing them, so they're available in our public portals within 48 hours, and then we transmit the reports to the FEC. The statute requires us to transmit these reports within 48 hours, but I'm proud to say that our Public Records staff transmits the reports typically within 24 hours. It's a very—

Senator SHAHEEN. Do you have an estimate of how much the cost increases because you're forced to do that manually rather than electronically?

Ms. ERICKSON. With staff costs, as well as the staff costs of Terry's IT staff that are involved in programming the system, and

equipment costs, I would say the overall costs are roughly \$160,000.

Senator SHAHEEN. So, there could be some savings——

Ms. ERICKSON. Yes.

Senator SHAHEEN [continuing]. If we would require that everybody has to file electronically?

Ms. ERICKSON. Yes.

Senator SHAHEEN. It would require a legislative change. Is that correct?

Ms. ERICKSON. It would require a legislative change.

Senator SHAHEEN. And has there been an effort to do that in the past?

Ms. ERICKSON. It's my recollection, Senator Tester has introduced legislation to require electronic filing of FEC reports.

Senator SHAHEEN. Yes. I knew the answer to that. I'm a cosponsor.

But, my understanding, also, is that this is an area that there has been objections to in the past. Do you know why there have been objections to filing electronically?

Ms. ERICKSON. No, we're implementers, so we will implement the law as long as it's in place. And I really am not familiar with the reasons why people prefer to file by paper rather than electronically.

Senator SHAHEEN. Mr. Gainer?

Mr. GAINER. It is part of the security issue that we are all involved. I think some of the criticism was the ease with which electronic information would be made more available. The paper copies can be acquired, but there are additional steps.

When you talk about protection of privacy information, banking information, and transparency, you must realize that the more information you make available, the greater the opportunity for people to do nefarious things with the data. Those are the issues people try to rectify. How do we make things available to the public and yet continue to protect the information that all of us would like to be protected?

Senator SHAHEEN. I appreciate that concern. On the other hand, if we feel there's personal information that should not be made public, then it seems to me we shouldn't ask for that information on the forms. I mean, if—our goal here, I think, is to make as much information transparent to the public as possible, and that would speak for doing it electronically so it becomes available to people. And if there are concerns about what's being made available, then I would think maybe we ought to go back and look at what kind of information we're asking for, if we're concerned that it'll be misused by the public.

Mr. GAINER. I think that is fair. I am not arguing one side or the other, but having been in some of the discussions, here and with other security experts, that is a concern. And, on first glance, it may make perfect sense. For example, let us talk about banking information or loans or credit. Some of that information, by itself, is not harmful; however, when paired with Facebook and Twitter, among others, it is easily exploited in an unintended manner. If it is a public filing, there is a way to get the paper, but people have

to go to a greater effort. I understand the efficiency of it, but there are risks.

Senator SHAHEEN. On the other hand, for anybody who's ever been in a campaign—I'm sure Senator Hoeven can speak to this—you have to assume a reporter's going to get the fling within 24 hours of having filed it, and whatever you file is going to be on the front page of your daily newspaper. So, it seems to me that we should err on the side of transparency rather on the side of trying to keep information private. And so, I hope that we can move forward with Senator Tester's bill and try and get this done, because I do think, not only is there significant savings, but there are some benefits to the transparency aspect for the public.

SENATE INFORMATION SERVICES PROGRAM

I'm almost out of time, but I have one more question for you, Ms. Erickson. One of the things that the Secretary of the Senate provides is information services for the entire Senate community, for research. Can you talk about how you determine what's made available, in terms of research opportunities?

Ms. ERICKSON. The Senate Information Services Program—run by my office—was actually transferred from the Sergeant at Arms Office to the Secretary's Office in 2011, and it's run by our Office of the Senate Library. And it provides research and news services to members and staff. Examples of some of the services we provide: Congressional Quarterly, National Journal, LexisNexis, Westlaw, Factiva, which provides access to the Wall Street Journal, Washington Post, committee transcripts. And we are—I'd say we're down to core services. We have made cuts to two vendors based on usage. We monitor usage statistics, and that's extremely important these days when budgets are tight. And it's also—we also receive quite a few requests from Senate staff for news services. We need to balance the fact that we've got limited resources. It makes it all the more important to monitor usage.

I will say that the enterprise model that's been in place since 2000—it was authorized by the Rules Committee—provides good value to the Senate. During sequestration, we were required to reduce access to one of the services provided to Senate offices, and we learned that the vendor was soliciting offices directly to get their business, because we had reduced access. They were offering Senate offices one user at \$5,350; whereas, the Senate Library, through the SIS program, was paying the equivalent of \$130 per user. So, we're grateful that, for the first time since 2011, your committee funded an increase in the SIS program that allowed us to provide full access to the Senate now for services. But, we—yes, we will continue to monitor usage and make decisions based on that.

Senator SHAHEEN. Thank you.

Senator Hoeven.

Senator HOEVEN. No, I've finished with my questions.

And again, I want to thank all of you very much for being here today, and for all you do.

Thank you, Madam Chairman.

Senator SHAHEEN. I would certainly echo that.

Thank you very much Terry Gainer, we will certainly miss you and very much appreciate all the service that you have provided. And you can always come back and visit.

Mr. GAINER. Thank you.

Senator SHAHEEN. And you should let us know where we can find you.

Mr. GAINER. Right.

Senator SHAHEEN. I had the opportunity to see Admiral Mullen recently, and I was talking to him about how much I was sure he missed appearing before the Armed Services Committee. And so, I'm sure you would say the same. As he said, he didn't miss it a bit. So I'm sure you will miss appearing before this committee.

Senator HOEVEN. We, maybe, even could give him a round of applause. What do you think?

Senator SHAHEEN. Thank you all very much.

Chief Dine, I hope you're feeling better.

Chief DINE. Thank you very much.

ADDITIONAL COMMITTEE QUESTIONS

Senator SHAHEEN. This hearing is adjourned, but the record will stay open until Friday, close of business, for any questions or comments for the record.

[The following questions were not asked at the hearing, but were submitted to the agencies for response, subsequent to the hearing:]

QUESTIONS SUBMITTED TO CHIEF KIM C. DINE

QUESTIONS SUBMITTED BY SENATOR JOHN HOEVEN

PROTECTIVE SERVICE

Question. How many officers usually travel with members who have Protective Service?

Answer. Members of Congress may receive protective services under the authority of 2 U.S.C. § 1966, which states "Subject to the direction of the Capitol Police Board, the United States Capitol Police is authorized to protect, in any area of the United States, the person of any Member of Congress, officer of the Congress, as defined in section 60-1(b) of this title, and any member of the immediate family of any such member or officer, if the Capitol Police Board determines such protection to be necessary." Members of Congress (MOCs) afforded protection fall into three general categories:

- the 10 elected congressional "leadership" positions,
- MOCs who are significantly threatened, and
- delegations or groups of MOCs.

The USCP assigns personnel to these protection details based on a comprehensive threat assessment that considers the factors of:

- personal prevalence in national issues;
- public attention to, and duties of, the specific position; and
- quantity and nature of attention by persons of concern, particularly threats of targeted violence.

Threat assessments are rated in the categories of LOW, MODERATE, or HIGH and USCP personnel are assigned to the protection details in a manner that scales in correlation to the threat assessment.

Based on the criteria cited above, there can be as few as three officers on a protection team, as many as 80 for a retreat by a caucus or conference from one of the Chambers of Congress, or as many as 200 for nominating conventions during a Presidential election year, depending on the assessment. A caucus or convention requires additional resources beyond basic detail protection. Any additional specificity is considered law enforcement sensitive.

Question. What coordination exists between the Secretary of the Senate and Capitol Police in bearing the costs associated with travel?

Answer. The USCP does not coordinate with the Secretary of the Senate to bear the costs associated with travel. As a matter of the annual budgeting cycle, the USCP requests and receives monies within the general expense (GE) appropriation to fund various travel requirements. In the case of travel in support of protection details for Members of Congress, Officers of Congress, and their immediate families, the Protective Services Bureau (PSB) manages those funds.

NAVY YARD AND OCTOBER 3 INCIDENT

Question. How do you plan to train with other Federal, State and local law enforcement agencies to improve coordinated responses to events?

Answer. To increase operational efficiency and effectiveness, the USCP has built partnering arrangements with the intelligence community, law enforcement agencies, and several Federal Government entities. Partnerships include sharing expertise, best practices, leveraging free training opportunities and combining training exercises.

USCP partner agencies include but are not limited to: U.S. Park Police (USPP); Amtrak Police Department; Pentagon Force Protection Agency (PFP); DC Metropolitan Police Department (MPD); U.S. Secret Service (USSS); Federal Bureau of Investigation (FBI); Alcohol, Tobacco, Firearms and Explosives (ATF); U.S. Marshal Service (USMS); Transportation Security Administration (TSA); Federal Protective Service (FPS); Metropolitan Council of Governments (COG); U.S. Department of Agriculture (USDA); legislative branch agencies; and other local law enforcement agencies.

As a part of this effort, the Department's Containment and Emergency Response Team (CERT) has engaged its National Capital Region partner agencies to create regular joint training opportunities. As part of this initiative with partner agencies, USCP CERT will facilitate meetings on a quarterly basis to discuss issues, lessons learned, and develop/engage in professional development opportunities. Additionally, the Department's Hazardous Device Section (HDS), as part of the USCP's Metropolitan Council of Governments partnership, will be conducting a joint demonstration at our training facility in Cheltenham, Maryland with other National Capital Region bomb technicians for the COG Fire Chiefs, Police Chiefs, and various elected/senior local, State and Federal Government personnel on May 28, 2014.

Further, with the full implementation of the new USCP radio system, the Department took the opportunity to review interagency operations to take advantage of ways to further improve a timely coordinated response during planned and unplanned events. As a result of this review, a set of interoperability exercises are being planned and conducted in a phased manner as follows:

- Phase 1: Single agency dispatcher and communications supervisor exercises. A scenario-driven exercise is being conducted that presents an event which will require the two agencies to utilize existing communication methods to resolve the incident. This phase has begun and is slated to end in May 2014.
- Phase 2: Following a review of the outcome of the single-agency exercises, a multi-agency communications exercise involving a Capitol Hill-based scenario that requires interaction with multiple partner agencies will be developed. This phase is currently planned for the summer of 2014.
- Phase 3: A Command-level tabletop utilizing an expansion of the Phase 2 scenario will explore agency relationships, procedural and jurisdictional differences and gaps, a unified command, resource management and methods of information exchange. All of our interoperability partners will be invited as participants and we intend to invite other support and partner agencies as observers.

QUESTION SUBMITTED TO HON. TERRANCE W. GAINER

QUESTION SUBMITTED BY SENATOR JOHN HOEVEN

DEFERRED CAPITAL INVESTMENTS

Question. Last year, budgets for replacing capital investment items, such as printing equipment and data storage and network equipment were deferred. Sergeant at Arms (SAA) mentioned these were areas where we will need to restore funding in the future. Which investments are requested for funding this year and which projects are the most critical?

Answer. The fiscal year 2015 budget includes a request of \$1,082,000 for data network equipment to enable us to upgrade our State office capabilities and deploy our new phone system to the State offices. We view this network upgrade as most critical from both a service perspective and from a long-term financial perspective. We

have deferred again the purchase of new printing equipment and data storage equipment.

QUESTION SUBMITTED TO HON. NANCY ERICKSON

QUESTION SUBMITTED BY SENATOR JOHN HOEVEN

FINANCIAL MANAGEMENT

Question. What are the lessons learned from the rollout of the Senate payroll system and how can they be applied to a new financial management system?

Answer. I appreciated having the opportunity to appear before the Subcommittee on the Legislative Branch Appropriations on March 25 and am eager to address your question about the lessons learned from the rollout of the new Senate payroll system and how those lessons can be applied to a new financial management system.

The current financial system has been in place since 1999. The system change was necessitated due to the looming issues associated with Y2K. Unfortunately, due to a very short implementation window we were not able to develop and execute a detailed plan that provided us the time needed to properly test the new system which resulted in a difficult rollout.

Our approach for the replacement of the payroll system was very different. With the luxury of time, we were able to carefully develop a detailed plan that allowed us to configure the new system to meet the unique and special requirements of our environment. As part of our planning we also consulted with the House which had experienced a problematic roll out of their payroll system several years earlier. They volunteered to meet with us to describe their process and lessons learned. This meeting proved very informative and helped us establish a good framework around our project.

This longer timeframe also enabled us to run multiple parallel tests comparing data between payroll systems in search of differences from the same payroll periods. This testing allowed us to explore and resolve issues that arose and ultimately provided a degree of confidence that the system would work as designed.

The replacement of the financial system is considerably more complex than the replacement of our payroll system. We will follow the same basic process that we utilized with our payroll system as we prepare to replace our financial system. Good planning along with detailed and thorough testing are required keys before our new system will be deemed production ready.

Again, thank you for the opportunity to respond to your questions and concerns.

CONCLUSION OF HEARINGS

Senator SHAHEEN. Thank you.

[Whereupon, at 4:50 p.m., Tuesday, March 25, the hearings were concluded, and the subcommittee was recessed, to reconvene subject to the call of the Chair.]